



U.S. Small Business Administration

# SMALL BUSINESS RESOURCE



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2012 UTAH

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*“Everything you need to know about setting up, marketing and managing the revenue of your business.”*



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## FROM THE ADMINISTRATOR



Over the past two years, I've met dozens of entrepreneurs who used the tools in this guide – information on capital, contracts, counseling, and more – to build their companies and create thousands of good jobs. You can read similar success stories in the back of this issue as part of the SBA 100, which

we rolled out in August.

Since the credit crisis hit in 2008, the SBA has supported over \$50 billion in lending to small businesses through programs like 7(a) and 504, our top two loan programs. During that same time, SBA counselors have helped more than 2 million entrepreneurs and small business owners through networks such as our Small Business Development Centers, Women's Business Centers, and our SCORE volunteers. And, we've helped deliver nearly \$100 billion each year in federal contracts into the hands of small business owners.

Today, we continue to empower America's job creators with highly-targeted programs and initiatives aimed at helping both Main Street small businesses and high-growth small firms. This work is crucial, because half of working

Americans own or work for a small business, and two of every three new jobs are created by small businesses.

In addition to the great information in this guide, check out our online tools. For example, at [www.sba.gov/direct](http://www.sba.gov/direct) you can type in your zip code and a few details about yourself and your business, and you'll immediately get information on SBA resources and contacts in your local area. Also, you can quickly get local permit and licensing information for various types of businesses at [www.sba.gov/permits](http://www.sba.gov/permits).

America's small businesses are gearing up to expand and hire once again. Our commitment at SBA and throughout the Obama Administration is to make sure they have the tools they need to stay on that path. Please feel free to contact your local SBA office if you have any questions. We stand ready to help in whatever way we can.

Warm regards,

**Karen G. Mills**  
Administrator  
Small Business Administration

## About the SBA

[www.sba.gov](http://www.sba.gov)

### Your Small Business Resource

*Every year, the U.S. Small Business Administration and its nationwide network of partners help millions of potential and current small business owners start, grow and succeed.*

*Resources and programs targeting small businesses provide an advantage necessary to help small businesses compete effectively in the marketplace and strengthen the overall U.S. economy.*

**SBA offers help in the following areas:**

- Counseling
- Capital

- Contracting
- Disaster Assistance
- Advocacy and the Ombudsman

*Visit SBA online at [www.sba.gov](http://www.sba.gov) for 24/7 access to small business news, information and training for entrepreneurs.*

*All SBA programs and services are provided on a nondiscriminatory basis.*

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## The Added Value of Utah's Small Businesses

*The small business community plays an important role in the economic health of Utah and the nation.*

Every experienced small business owner understands the importance of establishing and promoting their company's value to potential and current customers. This value may include components such as price, quality, selection, convenience, service and reputation, to name a few. Indeed, every successful small company has managed to contribute some degree of value to its customers over time.

As a whole, the small business community contributes value to the economic vitality of Utah every day in a number of ways.

**Innovation.** Utah is one of the leading states in the nation for small business start-ups generated from university research and development. Many patents are licensed to small companies that develop products for use by government agencies, or are offered for sale to the general public. Some of these products are focused on developing environmentally friendly solutions to today's challenging business, energy and climate issues. The University of Utah recently overtook MIT to become America's No. 1 research institution when it comes to creating startup companies based on university technology.

**Employment.** The nearly 60,000 small businesses in Utah that have employees account for 49 percent of all private sector jobs in the state. Small businesses make up almost 97 percent of the state's employers.

**Job Creation.** A recent study conducted by the Kauffman Foundation revealed that new companies account for an average of 3 million new jobs across the U.S. each year, while more established companies have a net job loss of 1 million jobs a year on a combined basis. Small businesses generated 65 percent of the net new jobs over the past 17 years. Small start-up companies are the engine that drives the U.S.

jobs market.

**Economic Diversity.** Even during the depths of the so-called 'Great Recession,' Utah's unemployment has never exceeded 7.5 percent, compared to many states having double digit unemployment over the last two to three years. Utah's well diversified economic base involving thousands of small businesses in many industries has provided a cushion against large employment swings.

**Budget Stability.** Lower unemployment means a stronger tax base as companies and individuals continue to generate taxable income. Utah has endured some budget belt-tightening over the last several years and now has a projected fiscal year surplus while many neighboring states continue to have major budget deficits.

**Community.** The Utah small business community includes many vibrant and active Chambers of Commerce, an entrepreneurial attitude, and a philanthropic heart, in large measure due to the contributions of thousands of successful small business owners and their employees who desire to ensure Utah remains a desirable place to live and work.

Utah is fortunate to have a small business community that provides added value to Utah's lifestyle, economic vitality, and entrepreneurial drive. We are proud to contribute to helping make Life Elevated a reality throughout Utah.

**Respectively,**

**Stan Nakano**

*District Director of  
SBA's Utah District Office*

# Doing Business in Utah

■ The SBA helps business owners grow and expand their businesses every day.



## THE UTAH DISTRICT OFFICE

The Utah District Office is responsible for the delivery of SBA's many programs and services. The District Director is Stan Nakano. The District Office is located at 125 South State Street, Suite 2227, Salt Lake City, UT. Office hours are from 8:00 AM until 4:30 PM, Monday through Friday.

## CONTACTING THE UTAH DISTRICT OFFICE

For program and service information, please email [Utahgeneral@sba.gov](mailto:Utahgeneral@sba.gov) or call 801-524-3209.

## SERVICES AVAILABLE

Financial assistance for new or existing businesses through guaranteed loans made by area bank and non-bank lenders. Free counseling, advice and information on starting, better operating or expanding a small business through the Service Corps of Retired Executives (SCORE), the Small Business Development Centers (SBDC), and the Women's Business Center (WBC).

They also conduct training events throughout the district - some require a nominal registration fee. Assistance to businesses owned and controlled by socially and economically disadvantaged individuals through the Business Development Program. Special loan programs are available for businesses involved in international trade and a Veterans Affairs Officer is available to assist veterans.



## SUCCESS STORY

**2011 Small Business Person of the Year**

**Monet Medical, Inc.  
Where Equipment  
Reconditioning Is An Art**

Andrew has been able to offer over 1,200 clients in the health care industry a superior product, thus enabling him to call his company Monet Medical, because he is convinced equipment reconditioning is an art.

Within two short years of starting the company, Andrew realized an increase of 130% in gross sales and an increase of approximately 185% in net income. After a decade of steady growth the company purchased a 16,000 square foot building in early 2010 with an SBA 504 loan to accommodate the growing need for additional employees and reconditioning equipment.

Continually looking to expand on his success, Andrew has hired an international sales manager as the company prepares to engage in exporting reconditioned medical equipment.

Beyond growing a successful small business, Andrew gives back to the community. Andrew is an annual financial contributor to the Salt Lake SCORE Chapter and has volunteered to be a feature speaker at many SCORE events.

For the community's youth, Andrew is an avid support of the local Boy Scout organization and has donated over \$20,000 to outfit medical facilities at Boy Scout camps. He also donates his time serving in a Scouting leadership position. Andrew oversees nine Boy Scout units serving over 350 young men and personally coaches 32 Life Scouts progressing toward Eagle Scout.

Going from worrying about having a job, to creating a company that supports 20 employees, 1,200 customers, and has risen to be among the top ten in its industry is Andrew Caprio's own piece of fine, handcrafted art.

## We Welcome Your Questions

For extra copies of this publication or questions please contact:

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125 South State Street, Suite 2227  
Salt Lake City, UT 84138

Tel: 801-524-3209 Fax: 801-524-4410

Website: [www.sba.gov/ut](http://www.sba.gov/ut)



# COUNSELING

## Getting Help to Start Up, Market and Manage Your Business



**E**very year, the U.S. Small Business Administration and its nationwide network of resource partners help millions of potential and existing small business owners start, grow and succeed.

Whether your target market is global or just your neighborhood, the SBA and its resource partners can help at every stage of turning your entrepreneurial dream into a thriving business.

If you're just starting, the SBA and its resources can help you with loans and business management skills. If you're already in business, you can use the SBA's resources to help manage and expand your business, obtain government contracts, recover from disaster, find foreign markets, and make your voice heard in the federal government.

You can access SBA information online 24 hours a day at [www.sba.gov](http://www.sba.gov) or visit one of our local offices for assistance.

### SBA'S RESOURCE PARTNERS

In addition to our district offices which serve every state and territory, SBA works with a variety of local resource partners to meet your small business needs. These professionals can help with writing a formal business plan, locating sources of financial assistance, managing and expanding your business, finding opportunities to sell your goods or services to the government, and recovering from disaster. To find your local district office or SBA resource partner, visit [www.sba.gov/sba-direct](http://www.sba.gov/sba-direct).

### SCORE

SCORE is a national network of nearly 14,000 entrepreneurs, business leaders and executives who volunteer as mentors to America's small businesses. SCORE has helped more than 8.5 million entrepreneurs nationwide by leveraging decades of expertise from seasoned business professionals to help entrepreneurs start businesses, grow companies and create jobs in local communities.

With more than 370 offices throughout the country, SCORE matches you with a mentor whose personality, experience, and skills are a good fit for your business needs. Whether you are a start-up business or growing company, SCORE mentors offer free and confidential advice. As members of your community, SCORE mentors understand local business licensing rules, economic conditions and lending standards. SCORE also offers local small business workshops at modest fees on popular topics such as increasing sales, managing cash flow and marketing your business.

You can count on SCORE as a trusted resource to offer in-depth mentoring, sound advice and guidance, and tools and resources that can help you succeed

as a business owner. In fiscal year 2010, SCORE served over 400,000 clients through individual counseling, workshops and online sessions by leveraging the expertise and experience of nearly 14,000 business mentors. For 24/7 access to advice and online webinars on topics such as starting, growing, marketing and e-commerce for small business, visit SCORE online at [www.score.org](http://www.score.org) or call 1-800-624-0245 for the office nearest you. SCORE has the following chapters in Utah:

#### Salt Lake Chapter

801-746-2269  
[www.saltlake.score.org](http://www.saltlake.score.org)

#### Central Utah Chapter

801-373-8660  
[www.centralutah.score.org](http://www.centralutah.score.org)

#### Ogden Chapter

801-629-8613  
[www.ogden.score.org](http://www.ogden.score.org)

#### Southern Utah Chapter

435-652-7741  
[Sutah.score@scorevolunteer.org](mailto:Sutah.score@scorevolunteer.org)  
[www.southernutah.score.org](http://www.southernutah.score.org)  
**Cedar City (branch)**  
435-867-5487

#### Northern Utah Chapter

435-213-8713  
[www.northernutah.score.org](http://www.northernutah.score.org)

### SMALL BUSINESS DEVELOPMENT CENTERS

The Small Business Development Center (SBDC) program has been vital to SBA's entrepreneurial outreach for more than 30 years. It has become one of the largest professional small business management and technical assistance networks in the nation. With nearly 900 locations across the country, SBDCs offer free one-on-one expert

### ON THE UPSIDE

*It's true, there are a lot of reasons not to start your own business. But for the right person, the advantages of business ownership far outweigh the risks.*

- You get to be your own boss.
- Hard work and long hours directly benefit you, rather than increasing profits for someone else.
- Earnings and growth potential are unlimited.
- Running a business will provide endless variety, challenges and opportunities to learn.

business advice and low-cost training by qualified small business professionals to existing and future entrepreneurs.

The SBDC program includes special focus areas such as, green business technology, disaster recovery and preparedness, import and export assistance, veterans assistance, procurement assistance, electronic commerce, technology transfer and regulatory compliance. A number of SBDC networks have specialized programs or centers dedicated to these focus areas.

During the past thirty years, through a unique mix of federal, state and private sector resources, the SBDC program has increased its return on investment. Through federal grants, SBDCs in every state and territory provide the foundation for the economic growth of small businesses. These small businesses, in turn, advance local and regional economic development through the generation of business revenues, job creation and job retention. This return on investment is demonstrated by fiscal 2010 outcomes, where SBDCs:

- Assisted more than 13,600 entrepreneurs to start new businesses – an estimated 37 new business starts per day.
- Provided counseling services to over 107,000 emerging entrepreneurs and nearly 102,000 existing businesses.
- Provided training services to approximately 380,000 clients.

The efficacy of the SBDC program has been validated by a nationwide impact study. Of the clients surveyed, more than 80 percent reported that the business assistance they received from the SBDC counselor was worthwhile. Similarly, more than 50 percent reported that SBDC guidance was beneficial in making the decision to start a business. More than 40 percent of long-term clients, those receiving 5 hours or more of counseling, reported an increase in sales and 38 percent reported an increase in profit margins.

For information on the SBDC program, visit [www.sba.gov/sbdc](http://www.sba.gov/sbdc) or [www.utahsbdc.org](http://www.utahsbdc.org).

#### Blanding SBDC

College of Eastern Utah  
639 W. 100 South  
Blanding, UT 84511  
435-678-8102  
[www.sjc.ceu.edu/sbdc](http://www.sjc.ceu.edu/sbdc)

#### Moab City Complex

217 E. Center St.  
Moab, UT 84532  
435-678-8102

#### Cedar City SBDC

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Business Resource Center  
77 N. Main St.  
Cedar City, UT 84720  
435-865-7707  
[suu.edu/business/sbdc](http://suu.edu/business/sbdc)

#### Ephraim SBDC

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Ephraim, UT 84627  
435-283-7376  
[www.snow.edu/~sbdc](http://www.snow.edu/~sbdc)

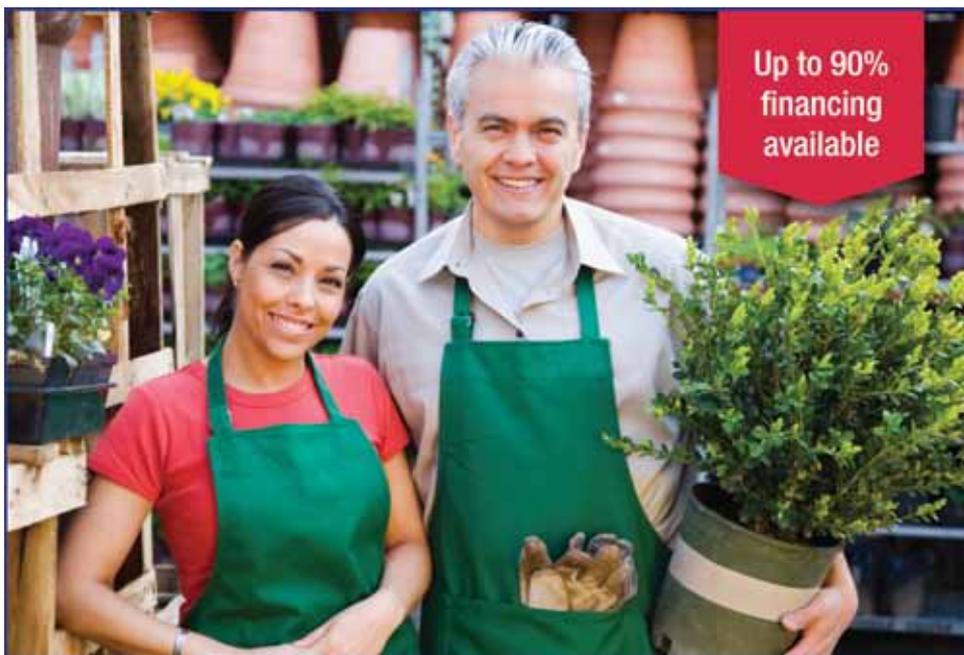
Snow College –Richfield  
200 S. 800 West  
Richfield, UT 84701  
435-893-2252

#### Kaysville SBDC

450 S. Simmons Way, Ste. 202  
Kaysville, UT 84037  
801-593-2202

#### Logan SBDC

Utah State University  
1300 E. 700 North  
Logan, UT 84322  
435-797-2277  
[www.usu.edu/sbdc](http://www.usu.edu/sbdc)



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### Ogden SBDC

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Wattis Business Bldg. #218  
Ogden, UT 84408  
801-626-7232  
community.weber.edu/sbdc

### Orem/Provo SBDC

Utah Valley University  
1410 W. 1200 South, Ste. 205  
Orem, UT 84058  
801-863-8230  
www.uvu.edu/sbdc

### Price SBDC

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451 N. 400 East, MCC 115  
Price, UT 84501  
435-613-5435

### St. George SBDC

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1071 E. 100 South, Ste. C7  
St. George, UT 84770  
435-652-7741  
www.dixiebusinessalliance.com

### Sandy SBDC

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9750 S. 300 West, MCPC 201  
Sandy, UT 84070  
801-957-4654  
www.slcc.edu/slsbdc

### Uintah Basin SBDC

320 N. Aggie Blvd.  
Vernal, UT 84078  
435-789-3188

## WOMEN'S BUSINESS CENTERS

The SBA's Women Business Center (WBC) program is a network of approximately 110 community-based centers which provide business training, coaching, mentoring and other assistance geared toward women, particularly those who are socially and economically disadvantaged. WBCs are located in nearly every state and U.S. territory and are partially funded through a cooperative agreement with the SBA.

To meet the needs of women entrepreneurs, WBCs offer services at convenient times and locations, including weekends. Most WBCs are located at non-profit host organizations that offer a wide variety of services in addition to the services provided by the WBC. Many of the WBCs also offer training and counseling and provide materials in different languages in order to meet the diverse needs of the communities they serve.

WBCs often deliver their services through long term training or group counseling, both of which have shown to be effective. WBC training courses are often free or offered at a small fee. Some

centers will also offer scholarships based on the client's needs.

While most WBCs are physically located in one designated location, a number of WBCs also provide courses and counseling via the Internet, mobile classrooms and satellite locations.

WBCs have a track record of success. In fiscal year 2010, the WBC program counseled and trained more than 160,000 clients, creating local economic growth and vitality. Of the WBC clients who have received 3 or more hours of counseling, 15 percent indicated that the services led to hiring new staff, 34 percent indicated that the services led to an increased profit margin, and 47 percent indicated that the services led to an increase in sales.

In addition, the WBC program has taken a lead in preparing women business owners to apply for the Women-Owned Small Business (WOSB) Federal Contract program that authorizes contracting officers to set aside certain federal contracts for eligible women-owned small businesses or economically disadvantaged women-owned small businesses. For more information on the program, visit [www.sba.gov/wosb](http://www.sba.gov/wosb).

To find the nearest SBA WBC, visit [www.sba.gov/women](http://www.sba.gov/women) or contact Pamela Okumura at 801-328-5066 or [pokumura@slchamber.com](mailto:pokumura@slchamber.com) or [www.slchamber.com](http://www.slchamber.com).

## EMERGING LEADERS

SBA's Emerging Leaders initiative is currently hosted in 27 markets across the country using a national demonstrated research-based curriculum that supports the growth and development of small firms that have substantial potential for expansion and community impact. A competitive selection process results in firm executives participating in high-level training and peer-networking sessions led by professional instructors and local economic development organizations. Post-training, social and economic impact results from responding executives who attended the 2008 – 2010 training classes indicate:

- More than half of participating businesses reported an increase in revenue, with an average revenue of \$1,879,266.
- Participating businesses averaged \$2 million in revenue, with new cumulative financing of \$7.2 million secured in 2010.
- Nearly half of the participants secured federal, state, local and tribal contracts with a cumulative total of \$287 million.

- Approximately half of the participants have hired new workers, creating 275 new jobs in 2010.
- All participants were introduced and trained on becoming SBA 8(a) certified firms; nearly 25 percent of respondents are currently certified as SBA 8(a) firms, while other participants reported a focused intention on applying to the 8(a) program.
- Nearly 50 percent of participating respondents were female executives and 70 percent were minority business executives.
- 85 percent of responding executives were Satisfied or Very Satisfied with the overall training series and results.

To find out more about this executive-level training opportunity, please visit [www.sba.gov/e200](http://www.sba.gov/e200) for host cities, training schedules, and selection criteria.

## SBA'S ONLINE TOOLS AND TRAINING

SBA's Small Business Training Network is a virtual campus complete with free online courses, workshops, podcasts, learning tools and business-readiness assessments.

### Key Features of the Small Business Training Network:

Training is available anytime and anywhere—all you need is a computer with Internet access.

- More than 30 free online courses and workshops are available.
- Templates and samples to get your business planning underway.
- Online, interactive assessment tools are featured and used to direct clients to appropriate training.

Course topics include a financial primer keyed around SBA's loan-guarantee programs; a course on exporting; courses for veterans and women seeking federal contracting opportunities; and an online library of podcasts, business publications, templates and articles.

Find these free resources at [www.sba.gov/training](http://www.sba.gov/training).



# REACHING UNDERSERVED COMMUNITIES

SBA also offers a number of programs specifically designed to meet the needs in the underserved communities.

## WOMEN BUSINESS OWNERS

Women entrepreneurs are changing the face of America's economy. In the 1970s, women owned less than five percent of the nation's businesses.

Today, they are majority owners of about a third of the nation's small businesses and are at least equal owners of about half of all small businesses. SBA serves women entrepreneurs nationwide through its various programs and services, some of which are designed especially for women.

The SBA's Office of Women's Business Ownership (OWBO) serves as an advocate for women-owned businesses. OWBO oversees a nationwide network of 110 women's business centers that provide business training, counseling and mentoring geared specifically to women, especially those who are socially and economically disadvantaged. The program is a public-private partnership with locally-based nonprofits.

Women's Business Centers serve a wide variety of geographic areas, population densities, and economic environments, including urban, suburban, and rural. Local economies vary from depressed to thriving, and range from metropolitan areas to entire states. Each Women's Business Center tailors its services to the needs of its individual community, but all offer a variety of innovative programs, often including courses in different languages. They provide training in finance, management, marketing, and the Internet, as well as access to all of the SBA's financial and procurement assistance programs.

## CENTER FOR FAITH-BASED AND NEIGHBORHOOD PARTNERSHIPS

Faith-based and Neighborhood Partnerships know their communities, and they have earned their people's trust. Because of their credibility, they are uniquely positioned to build awareness of programs that encourage entrepreneurship, economic growth and job creation.

SBA is committed to reaching out to faith based and community organizations that are eligible to participate in the agency's programs by

informing their congregants, members and neighbors about SBA's programs. In particular, many faith-based and community non-profit organizations can provide a local financing option for entrepreneurs by becoming SBA Microloan Intermediaries. An SBA Microloan Intermediary often acts as a bank for entrepreneurs and small businesses that might otherwise be unable to find access to capital.

## VETERANS AND RESERVISTS BUSINESS DEVELOPMENT

To ensure that veterans, service-disabled veterans and Reserve and National Guard member entrepreneurs receive special consideration in all of SBA's entrepreneurial programs and resources, the SBA has established an Office of Veterans Business Development (OVBD). Each year, OVBD reaches thousands of veterans, Reserve Component members, transitioning service members and others who are – or who want to become – entrepreneurs and small business owners. OVBD develops and distributes informational materials for entrepreneurship such as the Veterans Business Resource Guide, VETGazette, and Getting Veterans Back to Work. In addition, there are 16 Veterans Business Outreach Centers strategically located throughout the country that provide both online and in-person training, counseling, mentoring, workshops, referrals, and more. Each of the SBA's 68 District Offices also has a designated veteran's business development officer.

The SBA offers special assistance for small businesses owned by activated Reserve and National Guard members. Any self-employed Reserve or Guard member with an existing SBA loan can request from their SBA lender or SBA district office loan payment deferrals, interest rate reductions and other relief after they receive their activation orders. In addition, the SBA offers special low-interest-rate financing to small businesses when an owner or essential employee is called to active duty. The Military Reservist Economic Injury Disaster Loan Program (MREIDL) provides loans up to \$2 million to eligible small businesses to cover operating costs that cannot be met due to the loss of an essential employee called to active duty in the Reserves or National Guard.

Among the SBA's unique services for veterans are: an Entrepreneurship Boot Camp for Veterans with Disabilities in partnership with 6 top U.S. universities ([www.whitman.syr.edu/ebv](http://www.whitman.syr.edu/ebv)), a program to reach women veteran-entrepreneurs ([www.whitman.syr.edu/vwise](http://www.whitman.syr.edu/vwise)), and a program for Reserve Component family members called Operation Endure and Grow ([www.whitman.syr.edu/endureandgrow](http://www.whitman.syr.edu/endureandgrow)).

For more information or special assistance with government contracting, including programs for veterans and service-disabled veterans, please check the Contracting Opportunities section of this publication, and the Web site above or contact:

### Nancy Byerly

Business Development Specialist  
801-524-6831

[Nancy.Byerly@sba.gov](mailto:Nancy.Byerly@sba.gov)

For more information about small business lending programs for veteran business owners and Reserve or Guard members who are activated, including Patriot Express, microloans, and Advantage loans, see the section on Access to Capital. To learn more about the Veterans Business Outreach program or find the nearest SBA VBOC, visit the SBA Web site at [www.sba.gov/vets](http://www.sba.gov/vets).

## NATIVE AMERICAN BUSINESS DEVELOPMENT

The SBA Office of Native American Affairs (ONAA) ensures American Indians, Alaska Natives and Native Hawaiians seeking to create, develop and expand small businesses have full access to the necessary business development and expansion tools available through the agency's entrepreneurial development, lending, and contracting programs. ONAA provides a network of training (including the online tool "Small Business Primer: Strategies for Growth") and counseling services and engages in numerous outreach activities, such as tribal consultations, development and distribution of educational materials, attendance and participation in economic development events and assisting these small businesses with SBA programs.

More information is at [www.sba.gov/naa](http://www.sba.gov/naa).

Most new business owners who succeed have planned for every phase of their success. Thomas Edison, the great American inventor, once said, “Genius is 1 percent inspiration and 99 percent perspiration.” That same philosophy also applies to starting a business.

First, you’ll need to generate a little bit of perspiration deciding whether you’re the right type of person to start your own business.

### IS ENTREPRENEURSHIP FOR YOU?

There is simply no way to eliminate all the risks associated with starting a small business, but you can improve your chances of success with good planning, preparation, and insight. Start by evaluating your strengths and weaknesses as a potential owner and manager of a small business. Carefully consider each of the following questions:

- **Are you a self-starter?** It will be entirely up to you to develop projects, organize your time, and follow through on details.
- **How well do you get along with different personalities?** Business owners need to develop working relationships with a variety of people including customers, vendors, staff, bankers, employees, and professionals such as lawyers, accountants, or consultants. Can you deal with a demanding client, an unreliable vendor, or a cranky receptionist if your business interests demand it?
- **How good are you at making decisions?** Small business owners are required to make decisions constantly – often quickly, independently, and under pressure.
- **Do you have the physical and emotional stamina to run a business?** Business ownership can be exciting, but it’s also a lot of work. Can you face six or seven 12-hour workdays every week?
- **How well do you plan and organize?** Research indicates that poor planning is responsible for most business failures. Good organization — of financials, inventory, schedules, and production — can help you avoid many pitfalls.
- **Is your drive strong enough?** Running a business can wear you down emotionally. Some business owners burn out quickly from having to carry all the responsibility for the success of their business on their

own shoulders. Strong motivation will help you survive slowdowns and periods of burnout.

- **How will the business affect your family?** The first few years of business start-up can be hard on family life. It’s important for family members to know what to expect and for you to be able to trust that they will support you during this time. There also may be financial difficulties until the business becomes profitable, which could take months or years. You may have to adjust to a lower standard of living or put family assets at risk.

Once you’ve answered those questions, you should consider what type of business you want to start. Businesses can include franchises, at-home businesses, online businesses, brick-and-mortar stores or any combination of those.

### FRANCHISING

There are more than 3,000 business franchises. The challenge is to decide on one that both interests you and is a good investment. Many franchising experts suggest that you comparison shop by looking at multiple franchise opportunities before deciding on the one that’s right for you.

Some of the things you should look at when evaluating a franchise: historical profitability, effective financial management and other controls, a good image, integrity and commitment, and a successful industry.

In the simplest form of franchising, while you own the business, its operation is governed by the terms of the franchise agreement. For many, this is the chief benefit for franchising. You are able to capitalize on a business format, trade name, trademark and/or support system provided by the franchisor. But you operate as an independent contractor with the ability to make a profit or sustain a loss commensurate with your ownership.

If you are concerned about starting an independent business venture, then franchising may be an option for you. Remember that hard work, dedication and sacrifice are key elements in the success of any business venture, including a franchise.

For more information visit [www.sba.gov/franchise](http://www.sba.gov/franchise).

### HOME-BASED BUSINESSES

Going to work used to mean traveling from home to a plant, store or office. Today, many people do some or all their work at home.

#### Getting Started

Before diving headfirst into a home-based business, you must know why you are doing it. To succeed, your business must be based on something greater than a desire to be your own boss. You must plan and make improvements and adjustments along the road.

Working under the same roof where your family lives may not prove to be as easy as it seems. One suggestion is to set up a separate office in your home to create a professional environment.

#### Ask yourself these questions:

- Can I switch from home responsibilities to business work easily?
- Do I have the self-discipline to maintain schedules while at home?
- Can I deal with the isolation of working from home?

#### Legal Requirements

A home-based business is subject to many of the same laws and regulations affecting other businesses.

#### Some general areas include:

- **Zoning regulations.** If your business operates in violation of them, you could be fined or shut down.
- **Product restrictions.** Certain products cannot be produced in the home. Most states outlaw home production of fireworks, drugs, poisons, explosives, sanitary or medical products and toys. Some states also prohibit home-based businesses from making food, drink or clothing.

Be sure to consult an attorney and your local and state departments of state, labor and health to find out which laws and regulations will affect your business. Additionally, check on registration and accounting requirements needed to open your home-based business. You may need a work certificate or license from the state. Your business name may need to be registered with the state. A separate business telephone and bank account are good business practices.

Also remember, if you have employees you are responsible for withholding income and social-security taxes, and for complying with minimum wage and employee health and safety laws.

## WRITING A BUSINESS PLAN

After you've thought about what type of business you want, the next step is to develop a business plan. Think of the business plan as a roadmap with milestones for the business. It begins as a pre-assessment tool to determine profitability and market share, then expands as an in-business assessment tool to determine success, obtain financing and determine repayment ability, among other factors.

Creating a comprehensive business plan can be a long process, and you need good advice. The SBA and its resource partners, including Small Business Development Centers, Women's Business Centers, Veterans Business Outreach Centers, and SCORE, have the expertise to help you craft a winning business plan. SBA also offers online templates to get you started.

**In general, a good business plan contains:**

### Introduction

- Give a detailed description of the business and its goals.
- Discuss ownership of the business and its legal structure.

- List the skills and experience you bring to the business.
- Discuss the advantages you and your business have over competitors.

### Marketing

- Discuss the products and services your company will offer.
- Identify customer demand for your products and services.
- Identify your market, its size and locations.
- Explain how your products and services will be advertised and marketed.
- Explain your pricing strategy.

### Financial Management

- Develop an expected return on investment and monthly cash flow for the first year.
- Provide projected income statements, and balance sheets for a two-year period.
- Discuss your break-even point.
- Explain your personal balance sheet and method of compensation.
- Discuss who will maintain your accounting records and how they will be kept.
- Provide "what if" statements addressing alternative approaches to potential problems.

### Operations

- Explain how the business will be managed day-to-day.
- Discuss hiring and personnel procedures.
- Discuss insurance, lease or rent agreements, and issues pertinent to your business.
- Account for the equipment necessary to produce your goods or services.
- Account for production and delivery of products and services.

### Concluding Statement

Summarize your business goals and objectives and express your commitment to the success of your business. Once you have completed your business plan, review it with a friend or business associate and professional business counselor like SCORE, WBC or SBDC representatives, SBA district office business development specialists or veterans business development specialists.

Remember, the business plan is a flexible document that should change as your business grows.

## SUCCESS STORY

# 100 Businesses Creating 100 Jobs – Christopherson Travel

Not all travel agencies are created equal, according to Mike Cameron, co-owner and President of Christopherson Travel. "I see my agents as far more than ticket bookers," Cameron says of his more than 200 employees. "They are professional consultants who manage travel for large and small corporations." Such a philosophy, and an SBA-backed working capital loan for \$20,000 shortly after the company was purchased in 1990, has helped enable Cameron, a CPA, and his wife to grow the company from a staff of 10 to nearly 220.

With a focus on business travel management and 35 offices throughout the Rocky Mountain Region, Christopherson Travel thrives where other travel agencies seem to barely survive. When the Camerons purchased the company in 1990, annual revenues were barely \$1 million. Despite a 20-year period that has included intense internet competition, airlines eliminating travel agency commissions, the SARS epidemic, the 9/11 tragedy and a prolonged economic recession, the company expects record revenues in 2010 approaching \$245+ million, with a doubling of revenue and 100 new 'team members' over the past five years alone.

A singular focus on business travel management has proven to be a winning strategy. "We were trying to be all things to all people," said Cameron. "It made sense for us to identify a niche and get tightly focused. We decided to go after the business travel segment in a big way." By revamping sales, marketing and operations, Cameron re-focused the company's business model on exclusively meeting the needs of the Utah business traveler.

An important strategic move occurred in 1998, when Christopherson opened its first 'client-dedicated on-site office' located in a client's building. Staffed with travel agents, computers and ticket printers, the strategy proved successful and has led to more than 20 such dedicated on-site offices for corporate clients of all types.

By 2000, Christopherson had several small offices that were 'bursting at the seams.' Cameron used a \$5 million SBA-guaranteed 504 loan in 2001 to construct a 42,000 square-foot building that consolidated four offices, and provided room for future growth. Following an 8-year period that saw a 164 percent growth in revenues, the



company felt the effects of the recession in 2009, resulting in a 19 percent drop in sales. But, by capitalizing on the growing recovery, the company expects a 24 percent growth in revenues for 2010.

Today, Christopherson Travel provides travel management services to over 800 successful companies. In an industry that has seen a great deal of turmoil, consolidation and shrinkage, Christopherson Travel continues to succeed and thrive by providing customized, personalized services. To their clients and staff, Christopherson Travel is still a high flyer.

# CAPITAL

## Financing Options to Start or Grow Your Business



**M**any entrepreneurs need financial resources to start or expand a small business themselves and must combine what they have with other sources of financing. These sources can include family and friends, venture-capital financing, and business loans.

This section of the Small Business Resource guide discusses SBA's primary business loan and equity financing programs. These are: the 7(a) Loan Program, the Certified Development Company or 504 Loan Program, the Microloan Program and the Small Business Investment Company Program. The distinguishing features for these programs are the total dollar amounts that can be borrowed, the type of lenders who can provide these loans, the uses for the loan proceeds, and the terms placed on the borrower.

**Note:** The SBA does not offer grants to individual business owners to start or grow a business.

### SBA BUSINESS LOANS

If you are contemplating a business loan, familiarize yourself with the SBA's business loan programs to see if they may be a viable option. Keep in mind the dollar amount you seek to borrow and how you want to use the loan proceeds. The three principal players in most of these programs are the applicant small business, the lender and the SBA. SBA guarantees a portion of the loan (except for Microloans). The business should have its business plan prepared before it applies for a loan. This plan should explain what

resources will be needed to accomplish the desired business purpose including the associated costs, the applicants' contribution, use of loan proceeds, collateral, and, most important, an explanation of how the business will be able to repay the loan in a timely manner.

The lender will analyze the application to see if it meets the lender's criteria and SBA's requirements. SBA will look to the lender to do much, if not all, of the analysis before it provides its guaranty on the lender's loan. In the case of microlenders SBA loans these intermediaries funds at favorable rates to re-lend to businesses with financing needs up to \$50,000. The SBA's business loan programs provide a key source of financing for viable small businesses that have real potential but cannot qualify for ong-term, stable financing.

### 7(a) LOAN PROGRAM

The 7(a) Loan program is the SBA's primary business loan program. It is the agency's most frequently used non-disaster financial assistance program because of its flexibility in loan structure, variety of loan proceed uses, and availability. The program has broad eligibility requirements and credit criteria to accommodate a wide range of financing needs.

The business loans that SBA guarantees do not come from the agency, but rather from banks and other approved lenders. The loans are funded by these organizations, and they make the decisions to approve or not approve the applicants' requests.

The SBA guaranty reduces the lender's risk of borrower non-payment. If the borrower defaults, the lender can request SBA to pay the lender that percentage of the outstanding balance guaranteed by SBA. This allows the lender to recover a portion from SBA of what it lent if the borrower can't make the payments. The borrower is still obligated for the full amount.

To qualify for an SBA loan, a small business must meet the lender's criteria and the 7(a) requirements. In addition, the lender must certify that it would not provide this loan under the proposed terms and conditions unless it can obtain an SBA guaranty. If the SBA is going to provide a lender with a guaranty, the applicant must be eligible and creditworthy and the loan structured under conditions acceptable to SBA.

### Percentage of Guaranties and Loan Maximums

The SBA only guarantees a portion of any particular loan so each loan will also have an unguaranteed portion, giving the lender a certain amount of exposure and risk on each loan. The percentage SBA guarantees depends on either the dollar amount or the program the lender uses to obtain its guaranty. For loans of \$150,000 or less the SBA may guaranty as much as 85 percent and for loans over \$150,000 the SBA can provide a guaranty of up to 75 percent.

The maximum 7(a) loan amount is \$5 million. (Loans made under the SBAExpress program, which is discussed later in this section, have a 50 percent guaranty.)

### Interest Rates and Fees

The actual interest rate for a 7(a) loan guaranteed by SBA is negotiated between the applicant and lender and subject to SBA maximums. Both fixed and variable interest rate structures are available. The maximum rate is comprised of two parts, a base rate and an allowable spread. There are three acceptable base rates (Wall Street Journal Prime\*, London Interbank One Month Prime plus 3 percent, and an SBA Peg Rate). Lenders are allowed to add an additional spread to the base rate to arrive at the final rate. For loans with maturities of less than seven years, the maximum spread will be no more than 2.25 percent. For loans with

maturities of seven years or more, the maximum spread will be 2.75 percent. The spread on loans under \$50,000 and loans processed through Express procedures may be higher.

Loans guaranteed by SBA are assessed a guaranty fee. This fee is based on the loan's maturity and the dollar amount guaranteed, not the total loan amount. The guaranty fee is generally paid by the borrower and can be included in the loan proceeds.

On any loan with a maturity of one year or less, the fee is just 0.25 percent of the guaranteed portion of the loan. On loans with maturities of more than one year, the normal guaranty fee is 2 percent of the SBA guaranteed portion on loans up to \$150,000; 3 percent on loans over \$150,000 but not more than \$700,000; and 3.5 percent on loans over \$700,000. There is also an additional fee of 0.25 percent on any guaranteed portion over \$1 million.

**\* All references to the prime rate refer to the base rate in effect on the first business day of the month the loan application is received by SBA.**

### 7(a) Loan Maturities

SBA loan programs are generally intended to encourage longer term small

business financing, but actual loan maturities are based on the ability to repay, the purpose of the loan proceeds and the useful life of the assets financed. However, maximum loan maturities have been established: 25 years for real estate; up to 10 years for equipment (depending on the useful life of the equipment); and, generally, up to seven years for working capital. Short-term loans and revolving lines of credit are also available through the SBA to help small businesses meet their short-term and cyclical working capital needs.

### Structure

Most 7(a) loans are repaid with monthly payments of principal and interest. For fixed-rate loans the payments stay the same, whereas for variable rate loans the lender can re-establish the payment amount when the interest rates change or at other intervals, as negotiated with the borrower. Applicants can request that the lender establish the loan with interest-only payments during the start-up and expansion phases (when eligible) to allow the business time to generate income before it starts making full loan payments. Balloon payments

or call provisions are not allowed on any 7(a) loan. The lender may not charge a prepayment penalty if the loan is paid off before maturity, but the SBA will charge the borrower a prepayment fee if the loan has a maturity of 15 or more years and is pre-paid during the first three years.

### Collateral

The SBA expects every 7(a) loan to be fully secured, but the SBA will not decline a request to guaranty a loan if the only unfavorable factor is insufficient collateral, provided all available collateral is offered. What these two policies mean is that every SBA loan is to be secured by all available assets (both business and personal) until the recovery value equals the loan amount or until all assets have been pledged to the extent that they are reasonably available. Personal guaranties are required from all the principal owners of the business. Liens on personal assets of the principals may be required.

### Eligibility

7(a) loan eligibility is based on four different factors. The first is size, as all loan recipients must be classified

## committed to helping finance your business

Consistently a top SBA lender nationwide for 14 years, we employ a unique, locally driven relationship approach. We work to understand your business – and you – to provide tailored financial solutions that can unlock your full business potential and deliver:

- Long-term value
- Sound business advice
- Meaningful financial management solutions

As an SBA Preferred Lender, we're committed to lending to businesses of all sizes. We do our own underwriting, and a dedicated SBA specialist works with your Relationship Manager to streamline the process, from application through approval.

It's a personal approach that helps businesses in our community thrive.

Start a conversation. And unlock your possibilities.

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## What To Take To The Lender

Documentation requirements may vary; contact your lender for the information you must supply.

### Common requirements include the following:

- Purpose of the loan
- History of the business
- Financial statements for three years (existing businesses)
- Schedule of term debts (existing businesses)
- Aging of accounts receivable and payable (existing businesses)
- Projected opening-day balance sheet (new businesses)
- Lease details
- Amount of investment in the business by the owner(s)
- Projections of income, expenses and cash flow as well as an explanation of the assumptions used to develop these projections
- Personal financial statements on the principal owners
- Resume(s) of the principal owners and managers.

### How the 7(a) Program Works

Applicants submit their loan application to a lender for the initial review. The lender will generally review the credit merits of the request before deciding if they will make the loan themselves or if they will need an SBA guaranty. If a guaranty is required, the lender will also review eligibility. The applicant should be prepared to complete some additional documents before the lender sends the request for guaranty to the SBA. Applicants who feel they need more help with the process should contact their local SBA district office or one of SBA's resource partners for assistance.

There are several ways a lender can apply for a 7(a) guaranty from SBA. The main differences between these methods are related to the documentation the lender provides, the amount of review the SBA conducts, the amount of the loan, and the lender's responsibilities in case the loan defaults and the business' assets must be liquidated. The methods are:

- Standard 7(a) Guaranty
- Certified Lender Program
- Preferred Lender Program
- Rural Lender Advantage
- SBA *Express*
- Patriot Express
- Export Express
- Small Loan Advantage
- Community Advantage

For the Standard, Certified and Preferred methods, the applicant fills out SBA Form 4, and the lender completes SBA Form 4-1. When requests for guarantees are processed using Express or Advantage methods, the applicant uses more of the regular forms of the lender and just has a few federal forms to complete. When SBA receives a request that is processed through Standard or Certified Lender Program procedures, it either reanalyzes or reviews the lender's eligibility and credit analysis before deciding to approve or reject. For requests processed through Preferred Lender Program or Express programs, the lender is delegated the authority to make the credit decision without SBA's concurrences, which helps expedite the processing time.

In guaranteeing the loan, the SBA assures the lender that, in the event the borrower does not repay the loan, the government will reimburse the lending institution for a portion of its loss. By providing this guaranty, the SBA is able to help tens of thousands of small businesses every year get financing they might not otherwise obtain.

After SBA approval, the lender is notified that its loan has been guaranteed. The lender then will work with the applicant to make sure the terms and conditions are met before closing the loan, disbursing the funds, and assuming responsibility for collection and general servicing. The borrower makes monthly loan payments directly to the lender. As with any loan, the borrower is responsible for repaying the full amount of the loan in a timely manner.

### What the SBA Looks for:

- Ability to repay the loan on time from the projected operating cash flow;
- Owners and operators who are of good character;
- Feasible business plan;
- Management expertise and commitment necessary for success;
- Sufficient funds, including the SBA guaranteed loan, to operate the business on a sound financial basis (for new businesses, this includes the resources to meet start-up expenses and the initial operating phase);
- Adequate equity invested in the business; and
- Sufficient collateral to secure the loan or all available collateral if the loan cannot be fully secured.

as "small" by SBA. The basic size standards are outlined below. A more in-depth listing of standards can be found at [www.sba.gov/size](http://www.sba.gov/size).

### SBA Size Standards:

- Manufacturing — from 500 to no more than 1,500 employees
- Wholesaling — No more than 100 employees
- Services — from \$4.5 million to no more than \$35.5 million in average annual receipts
- Retailing — from \$7 million to no more than \$35.5 million in average annual receipts
- General construction — from \$7 million to no more than \$33.5 million in average annual receipts
- Agriculture — from \$750,000 to no more than \$17.5 million in average annual receipts

There is also an alternate size standard that is based on a net worth (\$15 million or less) and average net income (\$5 million or less). This new alternate makes more businesses eligible for SBA loans and applies to all SBA non-disaster loan programs.

### Nature of Business

The second eligibility factor is based on the nature of the business and the process by which it generates income or the customers it serves. The SBA has general prohibitions against providing financial assistance to businesses involved in such activities as lending, speculating, passive investment, pyramid sales, loan packaging, presenting live performances of a prurient sexual nature, businesses involved in gambling and any illegal activity.

The SBA also cannot offer loan guaranties to non-profit businesses, private clubs that limit membership on a basis other than capacity, businesses that promote a religion, businesses owned by individuals incarcerated or on probation or parole, municipalities, and situations where the business or its owners previously failed to repay a federal loan or federally assisted financing.

### Use of Proceeds

The third eligibility factor is use of proceeds. 7(a) proceeds can be used to make leasehold improvements or purchase machinery; equipment; fixtures; supplies; or land and/or buildings that will be occupied by the business borrower.

### Proceeds can also be used to:

- Expand or renovate facilities;
- Acquire machinery, equipment, furniture, fixtures and leasehold improvements;
- Finance receivables and augment working capital;

- Finance seasonal lines of credit;
- Acquire businesses;
- Start up businesses;
- Construct commercial buildings; and
- Refinance existing debt under certain conditions.

SBA 7(a) loan proceeds cannot be used for the purpose of making investments. SBA proceeds cannot be used to provide funds to any of the owners of the business except for ordinary compensation for actual services provided.

### Miscellaneous Factors

The fourth factor involves a variety of requirements such as SBA's credit elsewhere test and utilization of personal assets requirements, where the business and its principal owners must use their own resources before getting a loan guaranteed by SBA. It also includes SBA's anti-discrimination rules and restrictions on lending to agricultural enterprises because there are other agencies of the federal government with programs to fund such businesses. Generally, SBA loans must meet the following criteria:

- Every loan must be for a sound business purpose;

- There must be sufficient invested equity in the business so it can operate on a sound financial basis;
- There must be a potential for long-term success;
- The owners must be of good character and reputation; and
- All loans must be so sound as to reasonably assure repayment.

For more information, go to

[www.sba.gov/apply](http://www.sba.gov/apply).

## SPECIAL PURPOSE 7(a) LOAN PROGRAMS

The 7(a) program is the most flexible of SBA's lending programs. The agency has created several variations to the basic 7(a) program to address the particular financing need of certain small businesses. These special purpose programs are not necessarily for all businesses but may be very useful to some small businesses. They are generally governed by the same rules, regulations, fees, interest rates, etc. as the regular 7(a) loan guaranty. Lenders can advise you of any variations.

### SBAExpress

The SBAExpress guaranty is available to lenders as a way to obtain a guaranty on smaller loans up to \$350,000.

The program authorizes selected, experienced lenders to use mostly their own forms, analysis and procedures to process, service and liquidate SBA-guaranteed loans. The SBA guarantees up to 50 percent of an SBAExpress loan. Loans under \$25,000 do not require collateral. The use of loan proceeds is the same as for any basic 7(a) loan. Like most 7(a) loans, maturities are usually five to seven years for working capital and up to 25 years for real estate or equipment. Revolving lines of credit are allowed for a maximum of seven years.

### Patriot Express and Other Lending Programs For Veterans

The Patriot Express pilot loan initiative is for veterans and members of the military community wanting to establish or expand a small business. Eligible military community members include:

- Veterans;
- Service-disabled veterans;
- Active-duty servicemembers eligible for the military's Transition Assistance Program;
- Reservists and National Guard members;



Options, options, options!  
SBA money to loan.

Let our team find the right SBA loan to fit your business needs.

- SBA 7(a)
- SBA Express—Term Loans & Lines of Credit
- SBA 504 loans
- Purchase machinery and equipment
- Finance owner occupied real estate
- Fund a business acquisition or expansion
- Augment working capital
- Many other types of business lending



Call Kent DeHart or Scott Snow at 801-478-2300, or visit a First Utah Bank office near you.  
[www.firstutahbank.com/sba](http://www.firstutahbank.com/sba)

- Current spouses of any of the above, including any servicemember;
- The widowed spouse of a servicemember or veteran who died during service or of a service-connected disability.

The Patriot Express loan is offered by SBA's nationwide network of private lenders and features the fastest turnaround time for loan approvals. Loans are available up to \$500,000 and qualify for SBA's maximum guaranty of 85 percent for loans of \$150,000 or less and 75 percent for loans over \$150,000 up to \$500,000. For loans above \$350,000, lenders are required to accept all available collateral.

The Patriot Express loan can be used for most business purposes, including start-up, expansion, equipment purchases, working capital, and inventory or business-occupied real-estate purchases.

Patriot Express loans feature SBA's lowest interest rates for business loans, generally 2.25 percent to 4.75 percent over prime depending upon the size and maturity of the loan. Your local SBA district office will have a listing of Patriot Express lenders in your area. More information is available at [www.sba.gov/patriotexpress](http://www.sba.gov/patriotexpress).

Self-employed Reserve or Guard members with an existing SBA loan can request from their SBA lender or SBA district office, loan payment deferrals, interest rate reductions and other relief after they receive their activation orders. The SBA also offers special low-interest-rate financing of up to \$2 million when an owner or essential employee is called to active duty through the Military Reservist Economic Injury Disaster Loan program (MREIDL) to help cover operating costs due to the loss of an essential employee called to active duty.

### Advantage Loans

In early 2011, SBA rolled out two Advantage loan initiatives aimed at helping entrepreneurs and small business owners in underserved communities gain access to capital. Both offer a streamlined loan application process and the regular 7(a) loan guarantee for loans under \$250,000.

The Small Loan Advantage program is available to lenders participating in the Preferred Lenders Program. SBA lenders who are not participating in the Preferred Lenders Program can contact their local district office to apply.

The Community Advantage pilot program opens up 7(a) lending to mission-focused, community-based lenders – such as Community Development Financial Institutions (CDFIs), Certified Development

Companies (CDCs), and microlenders – that provide technical assistance and economic development support in underserved markets.

More information on both programs is available at [www.sba.gov/advantage](http://www.sba.gov/advantage).

### CAPLines

The CAPLines program is designed to help small businesses meet their short-term and cyclical working capital needs. The programs can be used to finance seasonal working capital needs; finance the direct costs of performing certain construction, service and supply contracts; finance the direct cost associated with commercial and residential construction; finance operating capital; and consolidate short-term debt. SBA provides up to an 85 percent guarantee. There are four distinct loan programs under the CAPLine umbrella:

- The **Contract Loan Program** is used to finance material, labor, and overhead needs for a specific contract or contracts.
- The **Seasonal Line of Credit Program** is used to support buildup of inventory, accounts receivable or labor and materials above normal usage for seasonal inventory.
- The **Builders Line Program** provides financing for small contractors or developers to construct or rehabilitate residential or commercial property.
- The **Working Capital Line** is a revolving line of credit that provides short term working capital.

## EXPORT ASSISTANCE

The SBA has several programs to help existing small businesses wanting to export goods and services. A brief description of each can be found below.

### Export Working Capital Program

The SBA's Export Working Capital program (EWCP) assists lenders in meeting the needs of exporters seeking short-term export working capital. This program enables U.S. exporters to obtain loans to fund their direct export costs. The EWCP supports single transactions or revolving lines of credit. The maximum dollar amount of an export line of credit under this program is \$5 million. SBA guarantees up to 90 percent of a loan amount or \$ 4.5 million, whichever is less. Loan maturities are generally for a term of 12 months. The guaranty can be reissued for an additional 12 months through a new application process. The guaranty fee the SBA charges is 0.25 percent of the guaranteed amount of the loan for the initial 12 months. The borrower

negotiates the interest rate and all other fees with the lender. The program offers flexible terms, low fees and a quick processing time. For information, see [www.sba.gov/exportloans](http://www.sba.gov/exportloans).

### Eligibility of Exporter

The business must have an operating history of at least one year – not necessarily in exporting. The SBA may waive this requirement if you have sufficient export trade experience or other managerial experience.

### Eligibility of Foreign Buyers

The foreign buyer must be a creditworthy entity and the methods of payment must be acceptable to the SBA and the export lender.

### Use of EWCP Proceeds

- To acquire inventory for export or to be used to manufacture goods for export.
- To pay the manufacturing costs of goods for export.
- To purchase goods or services for export.
- To support standby letters of credit related to export transactions.
- For pre-shipment working capital directly related to export orders.
- For post-shipment foreign accounts receivable financing.

### Ineligible Use of Proceeds

- To support the applicant's domestic sales.
- To acquire fixed assets or capital goods for the applicant's business.
- To support a sale where the exporter is not taking title to the goods.
- To acquire, equip, or rent commercial space overseas.
- To serve as a warranty letter of credit.

### Collateral Requirements

- Collateral for the manufacturing sector typically consists of a first lien on all export-related inventory and export related accounts receivable.
- Collateral for the service sector typically consists of assignment of proceeds of export-related contracts or purchase orders and a first lien on export-related accounts receivable.
- Other collateral may be required.

### How to Apply

A small business exporter seeking a guaranteed EWCP loan must apply to a lender.

### International Trade Loan Program

The SBA's International Trade Loan program (ITL) helps small businesses engaged or preparing to engage in international trade as well as small businesses adversely affected by

competition from imports. This program allows for a maximum loan amount of \$5 million. The international trade loan provides an SBA guarantee up to \$ 4.5 million for a term loan used for the acquisition, construction, renovation, modernization, improvement or expansion of long-term fixed assets or the refinancing of an existing loan used for these same purposes. It may also be used for working capital or in conjunction with any SBA working capital loans, including the EWCP. The SBA guaranty fee and interest rates are the same as for any standard 7(a) loans.

### Eligibility of Exporter

- Applicants must meet the same eligibility requirements for a 7(a) loan.
- Applicant must establish that the loan will significantly expand or develop an export market, or the applicant has been adversely affected by import competition, and, in addition, the applicant must show that upgrading equipment or facilities will improve its competitive position.
- If eligibility is based on entering or expanding export sales, the applicant must submit a one or two page international business plan, including sufficient information to reasonably support the likelihood of expanded export sales.

### Use of Proceeds

- For facilities or equipment, including purchasing land and building(s); building new facilities; renovating, improving, or expanding existing facilities; purchasing or reconditioning machinery, equipment and fixtures; and making other improvements that will be used within the United States for producing goods or services.
- Refinancing a facility/building is also permissible if the original loan on the property could have been refinanced under regular 7(a).

### Collateral Requirements

See pg. 15 for collateral requirements.

### How to Apply

A small business exporter seeking a guaranteed loan must apply to an SBA participating lender. Call your local SBA District Office for a list of participating lenders.

### Export Express

The Export Express program is designed to help SBA meet the export financing needs of small businesses. It is subject to the same loan processing, making, closing, servicing, and liquidation requirements as well as the same maturity terms, interest rates, and

applicable fees as for other SBA loans except as noted below. The total Export Express loan cannot exceed \$500,000. SBA guarantees 90 percent for loans of \$350,000 and under and 75 percent for loans greater than \$350,000 up to the maximum of \$500,000. SBA allows participating lenders to make their own credit decisions. SBA provides a quick processing time, less than 36 hours.

### Eligibility of Exporter

You must have a business operating history of at least one year – not necessarily in exporting. The SBA may waive this requirement if you have

sufficient export trade experience or other managerial experience.

### Eligibility of Foreign Buyers

The foreign buyer must be a creditworthy entity and the methods of payment must be acceptable to the SBA and the export lender.

### Use of Proceeds

- Finance standby letters of credit used for either bid or performance bonds;
- Finance export development activities such as export marketing and promotional activities, participation in foreign trade shows, translation of product literature for foreign markets,



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and other activities designed to initiate or expand the applicant's export of its products/services from the U.S.;

- Provide transaction-specific financing for overseas orders;
- Provide revolving lines of credit for export purposes, the terms of which must not exceed seven years. In some instances, as a normal course of business, the borrower may use portions of revolving lines of credit for domestic purposes, but no less than 70 percent of the revolving line to be used for export related purposes;
- Provide term loans and other financing to enable small business concerns, including small business export trading companies to develop foreign markets; and
- Acquire, construct, renovate, modernize, improve or expand production facilities or equipment to be used in the U.S. in the production of goods or services to be exported from the U.S.

### Ineligible Use of Proceeds

Proceeds may not be used to finance overseas operations, other than those strictly associated with the marketing

and/or distribution of products/services exported from the U.S.

### How to Apply

The application process is the same for the SBAExpress, except the applicant must demonstrate that loan proceeds will enable it to enter a new export market or expand an existing export market. The applicant must submit to the lender a plan that includes projected export sales for the upcoming year as well as the dollar volume of export sales for the previous year.

### U.S. Export Assistance Center (USEAC)

U.S. Export Assistance Centers are a network of facilities around the U.S. staffed by SBA, the U.S. Department of Commerce and the Export-Import Bank of the U.S. to provide trade promotion and export-finance assistance for small businesses in a single location. The USEACs also work closely with other federal, state and local international trade organizations. To find the nearest USEAC, go to [www.export.gov/eac](http://www.export.gov/eac).

### International Trade Programs

U.S. Export Assistance Center  
1625 Broadway Ave., Ste. 680  
Denver, CO 80202  
303-844-6623 • 303-844-5651 Fax

## CERTIFIED DEVELOPMENT COMPANY LOAN PROGRAM (504 LOANS)

The 504 Loan program is an economic development program that supports American small business growth and helps communities through business expansion and job creation. This SBA program provides long-term, fixed-rate, subordinate mortgage financing for acquisition and/or renovation of capital assets including land, buildings and equipment. Some refinancing is also permitted. Most for-profit small businesses are eligible for this program. The types of businesses excluded from 7(a) loans (listed previously) are also excluded from the 504 loan program.

Loans are provided through SBA-approved Certified Development Companies. CDCs work with banks and other lenders to make loans in first

## SUCCESS STORY

# 100 Businesses Creating 100 Jobs – Black Diamond

Climbing the corporate ladder is a distant thought for the 400+ employees of Black Diamond Equipment. Rather, what binds them all together is their passion for climbing, skiing and exploring the environments where these sports take place, be it bouldering in Fontainebleau, skiing in the Andes, ice climbing in Canmore or big walling on El Capitan.

Rising like a Phoenix out of the ashes of bankruptcy, on December 1, 1989 the former employees of Chouinard Equipment signed the papers to create the first employee-owned company in the climbing industry, and Black Diamond Equipment was born. Realizing it made sense to relocate the company's headquarters from southern California to be near world-class rock climbing, ice climbing and backcountry skiing, the company used a \$800,000 SBA-guaranteed loan and moved to Salt Lake City, Utah.

With only a handful of employees and revenues of less than \$5 million, the company charted a course to continue the founders' passion for the sports they loved. "Our product developers can be working on a piece of equipment

in the morning, and go test it in the mountains that afternoon," explained Mark Ritchie, Black Diamond's Vice-President of Operations. Employees work together, go test equipment together, and then climb and ski in the mountains and on the slopes over the weekend together using Utah-made equipment.

During 1995, in response to rapid growth, Black Diamond acquired a \$807,000 SBA-504 loan to fund further expansion. Annual revenues have continued to grow at double digit rates, and the company has added nearly 200 new staff since the headquarters move from California to Utah. Robust international growth in both Europe and Asia is reflective of the market-leading reputation the company's products continue to have worldwide.

May 2010 saw the company take the next step in its quest to remain a premier force in the outdoor equipment industry by merging with two other firms to become a publicly-held company. "The mantra has been to build a beautiful and respected 'built to last' company," according to CEO Peter Metcalf, at the helm for nearly 30



years. "With this deal, the last pieces of that global, built to last foundation are being put into place. We are all really excited for that."

From an inauspicious start in 1957, when eighteen-year-old Yvon Chouinard bought a hammer and anvil and started pounding out hand-forged pitons, to a vibrant and growing company that will produce over \$90 million in 2010 sales, the employees continue to follow their collective heart and soul. This passion is what drives Black Diamond staff to relentlessly design and produce the world's finest and most reliable skiing, climbing and mountain equipment.

position on reasonable terms, helping lenders retain growing customers and provide Community Redevelopment Act credit.

The SBA 504 loan is distinguished from the SBA 7(a) loan program in these ways:

**The maximum debenture, or long-term loan, is:**

- \$5 million for businesses that create a certain number of jobs or improve the local economy;
- \$5 million for businesses that meet a specific public policy goal, including veterans; and
- \$5.5 million for manufacturers and energy public policy projects.

Recent additions to the program allow \$5.5 million for each project that reduces the borrower's energy consumption by at least 10 percent; and \$5.5 million for each project that generates renewable energy fuels, such as biodiesel or ethanol production. Projects eligible for up to \$5.5 million under one of these two requirements do not have to meet the job creation or retention requirement, so long as the CDC portfolio average is at least \$65,000.

- Eligible project costs are limited to long-term, fixed assets such as land and building (occupied by the borrower) and substantial machinery

and equipment. Working capital is not an eligible use of proceeds.

- Most borrowers are required to make an injection (borrower contribution) of just 10 percent which allows the business to conserve valuable operating capital. A further injection of 5 percent is needed if the business is a start-up or new (less than 2 years old), and a further injection of 5 percent is also required if the primary collateral will be a single purpose building.
- Two-tiered project financing: A lender finances approximately 50 percent of the project cost and receives a first lien on the project assets (but no SBA guaranty); A CDC (backed by a 100 percent SBA-guaranteed debenture) finances up to 40 percent of the project costs secured with a junior lien. The borrower provides the balance of the project costs.
- Fixed interest rate on SBA loan. SBA guarantees the debenture 100 percent. Debentures are sold in pools monthly to private investors. This low, fixed rate is then passed on to the borrower and establishes the basis for the loan rate.
- All project-related costs can be financed, including acquisition (land and building, land and construction of building, renovations, machinery and equipment) and soft costs, such as title insurance and appraisals. Some closing costs may be financed.

- Collateral is typically a subordinate lien on the assets financed; allows other assets to be free of liens and available to secure other needed financing.
- Long-term real estate loans are up to 20-year term, heavy equipment 10- or 20-year term and are self-amortizing.

**Businesses that receive 504 loans are:**

- Small — net worth under \$15 million, net profit after taxes under \$5 million, or meet other SBA size standards.
- Organized for-profit.
- Most types of business — retail, service, wholesale or manufacturing.

The SBA's 504 certified development companies serve their communities by financing business expansion needs. Their professional staffs work directly with borrowers to tailor a financing package that meets program guidelines and the credit capacity of the borrower's business. For information, visit [www.sba.gov/504](http://www.sba.gov/504).

**Mountain West Small Business Finance**  
[www.mwsbf.com](http://www.mwsbf.com)

**Salt Lake City**  
2595 E. 3300 South  
Salt Lake City, UT 84109  
801-474-3232

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## Logan

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North Logan, UT 84341  
435-787-4242

## St. George

107 S. 1470 E. #301  
St. George, UT 84790  
435-652-3761

## Utah Certified Development Company

[www.utahcdc.com](http://www.utahcdc.com)

## Ogden

5333 S. Adams Ave., Ste. B  
Ogden, UT 84405  
801-627-1333

## Salt Lake City

136 East South Temple, #1770  
Salt Lake City, UT 84111  
801-746-6211

## MICROLOAN PROGRAM

The Microloan program provides small loans ranging from under \$500 to \$50,000 to women, low-income, minority, veteran, and other small business owners through a network of approximately 160 intermediaries nationwide. Under this program, the SBA makes funds available to nonprofit intermediaries that, in turn, make the small loans directly to entrepreneurs, including veterans. Proceeds can be used for typical business purposes such as working capital, or the purchase of furniture, fixtures, machinery, supplies, equipment, and inventory. Microloans may not be used for the purchase of real estate. Interest rates are negotiated between the borrower and the intermediary. The maximum term for a microloan is 7 years.

The program also provides business based training and technical assistance to microborrowers and potential microborrowers to help them be successful at starting or growing their businesses. Such training and technical assistance may include general business education, assistance with business planning industry-specific training, and other types of training support. Entrepreneurs and small business owners interested in small amounts of business financing should contact one from the list below or go to [www.sba.gov/microloans](http://www.sba.gov/microloans) or call 801-524-3209.

## SMALL BUSINESS INVESTMENT COMPANY PROGRAM

There are a variety of alternatives to bank financing for small businesses. The Small Business Investment Company (SBIC) program fills the gap between the availability of private capital and the needs of small businesses for growth capital. Licensed and regulated by the SBA, SBICs are privately owned and managed investment funds that make capital available to qualifying U.S. small businesses at attractive rates. The funds raise private capital and can receive SBA-guaranteed leverage up to 3x private capital paid-in, with a leverage ceiling of \$150 million per SBIC and \$225 million for two or more licenses under common control. Licensed SBICs are for-profit investment firms whose incentive is to share in the success of a small business. The SBIC program provides funding for a broad range of industries. Some SBICs invest in a particular field or industry while others invest more generally. For more information, visit [www.sba.gov/inv](http://www.sba.gov/inv).

### EPIC Ventures

1 S. Main St., 8th Fl.  
Salt Lake City, UT 84133  
801-524-8939 • 801-524-8941 Fax  
Contact: Kent Madsen  
[kmadsen@epicvc.com](mailto:kmadsen@epicvc.com)

### Peterson Partners III, L.P.

2825 E. Cottonwood Pkwy., Ste. 400  
Salt Lake City, UT 84121  
801-671-0180 • 801-365-0181 Fax  
Contact: Rick Stratford [rick@petersonpartnerslp.com](mailto:rick@petersonpartnerslp.com) [www.petersonpartnerslp.com](http://www.petersonpartnerslp.com)

### UTFC Financing Solutions, LLC

699 E. South Temple, Ste. 220  
Salt Lake City, UT 84102  
801-741-4215 • 801-741-4249 Fax  
Contact: Steve Grizzell  
[sgrizzell@utfc.org](mailto:sgrizzell@utfc.org)  
[www.utfc.biz](http://www.utfc.biz)

### UTFC Fund II, LLC

699 E. South Temple, Ste. 220  
Salt Lake City, UT 84102  
801-741-4200 • 801-741-4249 Fax  
Contact: Scott Stenberg  
[scott@utfc.com](mailto:scott@utfc.com)

### Utah Ventures III, L.P.

2755 E. Cottonwood Pkwy., Ste. 520  
Salt Lake City, UT 84121  
801-365-0262 • 801-365-0233 Fax  
Contact: James C. Dreyfous  
[jmckay@uven.com](mailto:jmckay@uven.com)  
[www.uvpartners.com](http://www.uvpartners.com)

## UV Partners IV Financial Institution Fund

2755 E. Cottonwood Pkwy., Ste. 520  
Salt Lake City, UT 84121  
801-365-0262 • 801-365-0233 Fax  
Contact: James C. Dreyfous  
[jdreyfous@uven.com](mailto:jdreyfous@uven.com)

### vSpring SBIC, L.P.

2795 E. Cottonwood Pkwy., Ste. 360  
Salt Lake City, UT 84121  
801-942-8999 • 801-942-1636 Fax  
Contact: Dinesh Patel  
[David@vspring.com](mailto:David@vspring.com)  
[www.vspring.com](http://www.vspring.com)

### vSpring III D, L.P.

2795 E. Cottonwood Pkwy., Ste. 360  
Salt Lake City, UT 84121  
801-942-8999 • 801-942-1636 Fax  
Contact: David Anderson  
[david@vspring.com](mailto:david@vspring.com)

### Wasatch Venture Corporation

1 S. Main St., 8th Fl.  
Salt Lake City, UT 84133  
801-524-8939 • 801-524-8941 Fax  
Contact: Kent Madsen [kmadsen@epicvc.com](mailto:kmadsen@epicvc.com)

### Wasatch Venture Fund II, LLC

1 S. Main St., 8th Fl.  
Salt Lake City, UT 84133  
801-524-8939 • 801-524-8941 Fax  
Contact: Kent Madsen [kmadsen@epicvc.com](mailto:kmadsen@epicvc.com)

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Salt Lake City, UT 84133  
801-524-8939 • 801-524-8941 Fax  
Contact: Kent Madsen [kmadsen@epicvc.com](mailto:kmadsen@epicvc.com)

### Zions SBIC, LLC

1 S. Main St., 8th Fl.  
Salt Lake City, UT 84133  
801-524-8939 • 801-524-8941 Fax  
Contact: Kent Madsen [kmadsen@epicvc.com](mailto:kmadsen@epicvc.com)

## SMALL BUSINESS INNOVATION RESEARCH PROGRAM

The Small Business Innovation Research (SBIR) program encourages small businesses to advance their technical potential from funds committed by federal agencies with large extramural research and development budgets. The SBIR program serves to fund the critical startup and development stages for a technology and encourages commercialization of the technology, product or service. In turn, this stimulates the U.S. economy.

### SBIR Requirements

Small businesses must meet the following eligibility criteria to participate in the SBIR program.

- Be 51 percent owned and controlled by one or more individuals who are U.S. citizens or permanent resident aliens in the U.S. or be a for-profit business concern that is at least 51 percent owned and controlled by another for-profit business concern that is at least 51 percent owned and controlled by one or more individuals who are citizens of, or permanent resident aliens in, the U.S.
- Be for-profit.
- Principal researcher must be employed by the small business.
- Company size cannot exceed 500 employees.

For more information on the SBIR Program visit [www.sba.gov/sbir](http://www.sba.gov/sbir).

### Participating Agencies

Each year, the following eleven federal departments and agencies are required to reserve 2.5 percent of their extramural R&D funds for award to small businesses through the SBIR program: Departments of Agriculture; Commerce; Defense; Education; Energy; Health and Human Services; Homeland Security; Transportation; Environmental Protection Agency; National Aeronautics and Space Administration; and National Science Foundation.

## SMALL BUSINESS TECHNOLOGY TRANSFER PROGRAM

The Small Business Technology Transfer (STTR) program reserves a specific percentage of federal R&D funding for award to small business and non-profit research institution partners. Central to the program is expansion of the public/private sector partnership to include the joint venture opportunities for small business and the nation's premier nonprofit research institutions. Small business has long been where innovation and innovators thrive, but the risk and expense of conducting serious R&D efforts can be beyond the means of many small businesses. Non-profit research laboratories are also instrumental in developing high-tech innovations, but frequently innovation is confined to the theoretical. STTR combines the strengths of both entities by introducing entrepreneurial skills to high-tech research efforts. The technologies and products are transferred from the laboratory to the marketplace. The small business profits from the commercialization, which, in turn, stimulates the U.S. economy.

### STTR Requirements

Small businesses must meet the following eligibility criteria to participate in the STTR program.

- Be 51 percent owned and controlled by one or more individuals who are U.S. citizens or permanent resident aliens in the U.S.
- Be for-profit.
- Principal researcher need not be employed by the small business.
- Company size cannot exceed 500 employees. (No size limit for nonprofit research institution).

### The nonprofit research institution partner must also meet certain eligibility criteria:

- Be located in the United States and be one of the following:
- Nonprofit college or university.
- Domestic nonprofit research organization.
- Federally funded R&D center.

### Participating Agencies

Each year the following five Federal departments and agencies are required by STTR to reserve 0.3 percent of their extramural R&D funds for award to small business/nonprofit research institution partnerships: Department of Defense; Department of Energy; Department of Health and Human Services; National Aeronautics and Space Administration; and National Science Foundation.

## SURETY BOND GUARANTEE PROGRAM

The Surety Bond Guarantee program is a public-private partnership between the federal government and surety companies to provide small businesses with the bonding assistance necessary for them to compete for public and private contracting and subcontracting opportunities. The guarantee provides all incentives for sureties to bond small businesses that would otherwise be unable to obtain bonding. The program is aimed at small businesses that lack the working capital or performance track record necessary to secure bonding on a reasonable basis through regular commercial channels.

Through this program, the SBA guarantees bid, payment, performance and ancillary bonds issued by surety companies for individual contracts and subcontracts up to \$2 million. The SBA reimburses sureties between 70 and 90 percent of losses sustained if a contractor defaults on the contract.

The SBA has two program options available, the Prior Approval Program (Plan A) and the Preferred Surety Bond Program (Plan B). In the Prior Approval

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Program, SBA guarantees 90 percent of surety's paid losses and expenses on bonded contracts up to \$100,000, and on bonded contracts greater than \$100,000 that are awarded to socially and economically disadvantaged concerns, HUBZone contractors, and veterans, and service-disabled veteran owned small businesses. All other bonds guaranteed in the Plan A Program receive an 80 percent guarantee. Sureties must obtain SBA's prior approval for each bond guarantee issued. Under Plan B, SBA guarantees 70 percent, but sureties may issue, monitor and service bonds without SBA's prior approval.

#### Approved Agents for Utah:

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239 S. Main, #300  
Cedar City, UT 84720  
435-586-2211  
brada@certifiedinsurance.net  
www.certifiedinsurance.net

#### Cobb, Strecker, Dunphy and Zimmerman, Inc.

5 Triad Center, Ste. 340  
Salt Lake City, UT 84180  
801-537-7467  
gdotson@csdz.com

#### Dean Insurance Agency

17 North 470 W.  
American Fork, UT 84003  
801-763-1313  
wdean@deanins.net

#### Fred A. Moreton & Company dba Moreton & Company

709 East South Temple St.  
Salt Lake City, UT 84109  
801-531-1234  
walter@moreton.com  
www.moreton.com

#### InfiniTeam Insurance, Inc.

39 West 9000 S.  
Sandy, UT 84070  
801-619-6288 • 801-619-6293 Fax  
info@infini-team.com  
www.infini-team.com

#### Integrated Insurance Solutions, Inc.

3191 S. Valley St., Ste. 206  
Salt Lake City, UT 84109  
801-487-3000  
teri@integratedslc.com

#### Leavitt Group of Spanish Fork, UT

199 N. Main/PO. Box 421  
Spanish Fork, UT 84660  
801-798-7343 • 801-798-3442 Fax

#### Leavitt Group of Northern Utah

56 S. Main  
Brigham City, UT 84302  
435-257-5320

#### The Buckner Company

6550 S. Millrock Dr., Ste. 300  
Salt Lake City, UT 84121  
801-937-6700  
remery@buckner.com  
www.buckner.com

#### The Guarantee Company of North America USA

11075 S. State St., Ste. 9-A  
Salt Lake City, UT 84070  
801-999-4178  
tdeluca@gcna.com

#### The Presidio Group

5295 South 300 W., Ste. 550  
Salt Lake City, UT 84157  
801-924-1400  
mwade@presidio-group.com

For additional surety agents located outside of Utah, but licensed to do business in Utah please go to:

[www.sba.gov/content/bonding-agencies-state](http://www.sba.gov/content/bonding-agencies-state).

## SBA LOANS BY LENDER - UTAH DISTRICT OFFICE

### Fiscal Year 2011 Totals

Lender	# Loans	Amount
1ST NATL BK OF LAYTON	8	\$ 7,743,500
ALLIANCE COMMUNITY FCU	17	\$ 944,300
AMER BK - COMM. D/B/A AMBANK	12	\$ 8,894,500
AMERICA FIRST FCU	43	\$ 1,391,100
AMERICAN BANK OF THE NORTH	1	\$ 180,000
AMERICAN NATIONAL BANK	1	\$ 193,400
BANCFIRST	1	\$ 200,000
BANK OF AMERICA NATL ASSOC	1	\$ 2,500,000
BANK OF AMERICAN FORK	32	\$ 7,999,200
BANK OF THE WEST	3	\$ 1,764,100
BANK OF UTAH	9	\$ 6,322,100
BORREGO SPRINGS BANK, N.A.	2	\$ 1,211,000
BRIGHTON BANK	13	\$ 2,841,500
CACHE VALLEY BANK	3	\$ 122,300
CAPITAL COMMUNITY BANK	3	\$ 357,600
CELTIC BANK CORPORATION	45	\$ 37,243,600
CENTRAL BANK	41	\$ 6,557,200
CHARTWAY FCU	25	\$ 784,900
COMPASS BANK	1	\$ 370,000
CYPRUS FCU	4	\$ 97,500
EASTERN BANK	1	\$ 4,620,000
EASTERN UTAH COMMUNITY FCU	1	\$ 248,000
FIRST CHATHAM BANK	1	\$ 301,000
FIRST UTAH BANK	11	\$ 7,446,000
GOLDENWEST FCU	7	\$ 272,800
GRAND VALLEY BANK	2	\$ 125,000
HORIZON UTAH FCU D/B/A HORIZON	3	\$ 45,000
JORDAN FCU	12	\$ 569,100
JPMORGAN CHASE BANK NATL ASSOC	88	\$ 24,502,000
KEYBANK NATIONAL ASSOCIATION	24	\$ 10,341,900
LIBERTY BANK, INC.	8	\$ 1,641,000
LIVE OAK BANKING COMPANY	7	\$ 4,815,000
MEADOWS BANK	5	\$ 1,501,700
MOUNTAIN AMERICA FCU	140	\$ 18,058,900
MOUNTAIN W. SMALL BUS. FINAN	181	\$ 93,674,000
MOUNTAIN WEST BANK	2	\$ 100,000
NATIONAL BANK OF ARIZONA	2	\$ 359,000
NEWTEK SMALL BUS. FINANCE INC.	1	\$ 3,224,800
PROFICIO BANK	5	\$ 3,016,500
ROCK CANYON BANK	6	\$ 6,336,800
SPIRIT OF TEXAS BANK, SSB	2	\$ 379,800
STATE BANK OF SOUTHERN UTAH	43	\$ 2,846,900
SUNFIRST BANK	1	\$ 2,000,000
SUPERIOR FINANCIAL GROUP, LLC	10	\$ 115,000
THE VILLAGE BANK	1	\$ 561,000
TOWN & COUNTRY BANK	1	\$ 60,400
U.S. BANK NATIONAL ASSOCIATION	31	\$ 15,645,100
UNITED MIDWEST SAVINGS BANK	1	\$ 719,600
UNIVERSITY FIRST FCU	21	\$ 4,275,000
USU CHARTER FCU	1	\$ 150,000
UTAH CERT. DEVEL CO	65	\$ 38,921,000
UTAH FIRST FCU	2	\$ 65,000
VECTRA BK COLORADO NATL ASSOC	4	\$ 826,100
WELLS FARGO BANK NATL ASSOC	56	\$ 19,097,000
YELLOWSTONE BANK	1	\$ 5,000,000
ZIONS FIRST NATIONAL BANK	549	\$ 76,209,300

**Grand Total** **1561** **\$ 435,787,500**



### 7(a) Loan Program

Program	Maximum Amount	Use of Proceeds	Maturity	Maximum Interest Rate	Structure	Who Qualifies	Benefit to Borrowers
<b>Standard 7(a):</b> Applicant applies for business loan to lender; Lender applies to SBA for guaranty of their proposed loan if they determine it is necessary. Loan from lender, not SBA.	\$5 million to any one business, including affiliates	Expansion/renovation; new construction, purchase land or buildings; purchase equipment, fixtures, lease-hold improvements; working capital; inventory, business acquisition, start-ups and refinancing under certain conditions (discuss with lender).	Depends on use of proceeds and ability to repay. Generally working capital and machinery & equipment loans have 5-10 years; real estate is up to 25 years. Term negotiated with lender.	SBA sets a maximum rate for both variable and fixed rate loans (discuss with lender or local SBA District Office for current information).	Term loan with one payment of principal and interest (P&I) each month. Interest variable or fixed as negotiated with lender. Cannot be revolving. SBA charges a Guaranty Fee **	Must be for-profit and meet SBA size standards; show good character, credit, management, and ability to repay; must be an eligible type of business, use proceeds for eligible purpose, and demonstrate that credit is not otherwise available.	Business able to obtain financing which otherwise would not be provided due to term, collateral, equity, and/or time in business. Fixed maturity; No balloons; No prepayment penalty if maturity under 15 years. Establish or re-affirm business relationship with a lender.
<b>International Trade:</b> Long term financing to help businesses engaged in exporting or adversely impacted by imports.	Same as Standard 7(a).	Acquire, renovate, modernize facilities or equipment used in making products or services to be exported, plus permanent working capital and refinance debt not structured with reasonable terms.	Same as Standard 7(a).	Same as Standard 7(a).	Same as Standard 7(a). Maximum SBA guaranty amount for working capital is \$4 million.	Same as Standard 7(a) plus businesses must be engaged or preparing to engage in international trade or adversely affected by competition from imports.	Same as Standard 7(a) plus long-term financing for fixed assets used to produce products or services for export.
<b>Export Working Capital Program:</b> Single transaction or Revolving Working Capital lines of credit for exporters.	Same as Standard 7(a).	Short-term, working-capital for exporters. Can be single transaction or revolving. Standby Letters of Credit for export purposes.	Generally one year, but can be up to 3 years to match a single transaction cycle.	Established by lender. No SBA established maximums.	Short term revolving line of credit based on borrowing base or export purchase orders. Monthly interest payments; principal payments based on collection of foreign receivables.	Same as Standard 7(a) plus must have been in business for at least one year and preparing to engage in or increase international trade.	Same as Standard 7(a) plus provides working capital to American Exporters to perform on export transactions and/or finance export receivables. Ability to finance standby letters of credit for export purposes.
<b>CAPLines:</b> Four different Revolving Lines of Credit, a/k/a Seasonal, Contract Builders, Working Capital	Same as Standard 7(a).	Finances: seasonal working capital needs, direct cost to perform assignable contracts, construction costs of structure for resale, or advances against existing inventory and receivables.	Up to 10 years.	Same as Standard 7(a).	Revolving line of credit with monthly interest and principal payments based on when the business receives the cash for doing the activity the loan proceeds financed.	Same as Standard 7(a) plus a business that needs the specialized proceeds this program offers.	Same as Standard 7(a) plus provides revolving working capital not otherwise available to perform on an assignable contract, to cover seasonal needs, to build or renovate personal or commercial space, and to obtain funds against existing current assets. Also structured to meet business needs.
<b>SBAExpress:</b> Lender approves the loan.	\$350,000.	Same as a Standard 7(a) or may be used for a revolving working capital line of credit.	Same as Standard 7(a) for term loans, Revolving lines of credit up to 7 years.	Loans \$350,000 or less: Prime + 6.5%.  Loans over \$50,000: Prime + 4.5%.	Same as Standard 7(a) except lender has more leeway to structure repayment under their own rules.	Same as Standard 7(a).	Same as Standard 7(a) plus Streamlined process; Easy-to-use line of credit and allows for a revolving feature which Standard 7(a) does not.

**\*\* The SBA charges the lender a guaranty fee based on the loan's maturity and the dollar amount which is initially guaranteed. The lender can pass this expense to the borrower and loan proceeds can be used to reimburse the lender. The following chart explains the Agency's guaranty fee charges**

**7(a) Loans, continued**

Program	Maximum Amount	Use of Proceeds	Maturity	Maximum Interest Rate	Structure	Who Qualifies	Benefit to Borrowers
<b>Export Express:</b> Lender approves the loan.	\$500,000.	Same as SBA Express plus can be used for Standby Letters of Credit for Export Purposes. Debt Refinance is not allowed.	Same as SBA Express.	Same as SBA Express.	Same as SBA Express.	Same as SBA express plus loan proceeds must be used to support export development activity.	Same as SBA Express plus provides lenders with a higher percentage guaranty which can encourage them to make more loans to finance export development activities of small businesses. Standby Letters of Credit are also authorized.
<b>Patriot Express:</b> Lender approves the loan.	\$500,000.	Same as Standard 7(a).	Same as Standard 7(a).	Same as Standard 7(a).	Same as SBA Express.	Same as Standard 7(a) plus must be owned & controlled by one or more of the following groups equaling at least 51% total ownership: veteran, active-duty military, reservist or National Guard member or spouse of any of these groups, or widowed spouse of service member or veteran who died during service or of service connected disability.	Same as SBA Express plus provides lenders with a higher percentage of guaranty which can encourage them to make more loans to qualified businesses.
<b>Community Advantage:</b> Alternative Lenders assisting businesses located in areas with high needs.	\$250,000.	Same as Standard 7(a) except cannot be used to refinance loans made by or guaranteed by the Dept. of Agriculture or loans by SBA Micro-Lenders using their SBA intermediary loan.	Same as Standard 7(a).	Same as Standard 7(a) except allowable "Spread" is + 4% over the base rate.	Allows mission-oriented lenders focused on economic development in underserved markets to apply for 7(a) guaranty on loan they propose to make to an eligible small business.	Loan eligibility requirements are same as for Standard 7(a) loans, but the business should be located in an underserved market .	Borrowers in underserved markets get more choices on the types of lenders who can provide them financing if their financing needs an SBA guaranty and the technical assistance needs of the applicant are assessed by the lender.

**Non 7(a) Loans**

<b>504 Loans:</b> Fixed Asset Project Financing provided from three sources.	SBA portion up to \$5.0 million.	For the acquisition of long-term fixed-assets, refinancing long term fixed asset debt under certain conditions, and working capital on a limited basis.	Either 10 or 20 year term on the SBA/ CDC portion.	Check with local SBA District Office for current information.	Financing from 1. <i>The CDC Certified Development Company</i> 2. <i>Third Party Lenders</i> 3. <i>Applicant</i>	For profit businesses that do not exceed \$15.0 million in tangible net worth and do not have an average net income over \$5 million for the past 2 years.	Fees under 3 percent; long-term fixed rate; low down payment; full amortization; no balloons.
<b>Micro-Loans</b>	\$50,000 total to one small business borrower.	Furniture, fixtures, supplies, inventory, equipment, and working capital.	Shortest term possible, not to exceed 6 years.	Check with local SBA District Office for locations of locally available intermediary lenders and then check with them.	Loans through non- profit lending organizations; technical assistance also provided.	Same as 7(a) – plus loans can be made to non-profit day care businesses.	Direct loans from nonprofit intermediary lenders; Fixed-rate financing; Very small loan amounts; Technical assistance available.

7(a) Guaranty Fee Reference Chart	Gross Size of Loan	Fees	Notes
	Loans of \$150,000 or less (See Note 1).....	2% of guaranteed portion, Lender is authorized to retain.....	Maturities that exceed 12 months
\$150,001 to \$700,000 .....	3% of guaranteed portion.....	Maturities that exceed 12 months	
\$700,001 to \$5,000,000 (See Note 2) .....	3.5% of guaranteed portion up to \$1,000,000 PLUS 3.75% of.....	Maturities that exceed 12 months	
Short Term Loans – up to \$5 million .....	0.25% of the guaranteed portion .....	Maturities of 12 months or less	

NOTE 1: The guaranty fee on a \$100,000 loan with an 85% guaranty would be 2% of \$85,000 or \$1,700, of which the lender would retain \$425.

NOTE 2: The guaranty fee on a \$2,000,000 loan with a 75% guaranty (\$1.5 million guaranteed portion) would be, 3.5% of \$1,000,000 (\$35,000) PLUS 3.75% of \$500,000 (\$18,750), for a total of \$53,750

# MEET THE SBA 100

The U.S. Small Business Administration provides small businesses with the tools and the resources they need to grow and create jobs. This includes access to capital, opportunities in government contracting, and counseling and training—otherwise known as the “Three C’s” of capital, contracting, and counseling. Since its inception in 1953, the SBA has used the Three C’s to help millions of businesses, from shops on Main Street to high-growth, high-impact firms.

In August, 2011, the SBA announced the SBA 100. These one hundred businesses all used SBA products to grow, and since then, each one has created at least one hundred jobs—no small feat for a small business. You can find them at [www.sba.gov/100](http://www.sba.gov/100).

The SBA 100 is a cross section of the diverse array of businesses that stand to benefit from SBA products. Some of the businesses in the SBA 100 have grown to become household names. Others may not be familiar, but they are still cornerstones of their communities and drivers of job creation. There are businesses in a variety of industries, from construction, to food and beverage, to manufacturing. There are Main Street businesses—the shops and restaurants that we visit every day—as well as high-growth, high-impact firms that are transforming our economy. Each business received SBA support, in the form of capital, contracting, or counseling, before going on to create at least 100 jobs.

A few businesses in the SBA 100 worked with the SBA decades ago. For example, Columbia Sportswear used an SBA loan in 1970 to increase its production capacity. At the time, it had forty employees. Today Columbia Sportswear has over 3,000 employees and generates over \$1 billion dollars in revenue. Hard work and a little help from the SBA has made Columbia Sportswear into a global leader in outdoor apparel.

Meanwhile, one of the youngest companies in the SBA 100 is the Boathouse at Rockett’s Landing in Richmond, Virginia. Owner Kevin Healy got an SBA 7(a) loan in 2009 to renovate an old power plant on the James River to open up his second restaurant. He said the process was “quick, easy and painless and done within approximately 60 days.” His business has been growing steadily for the past two years, and the Boathouse at Rockett’s Landing now

employs over 100 people.

The SBA 100 isn’t just businesses that have received SBA loans. In 1985, Qualcomm was a small company proving R&D to the federal government, but not for long. In 1989, the company received funding from the Small Business Innovation Research (SBIR) program to hire engineers and begin developing microchips. This funding gave them the freedom to innovate, explore, and transition from contract research to consumer applications. In twenty years, Qualcomm has gone from 35 people to a global workforce of 16,000 employees. The chip department initially funded by the SBIR program now makes up two-thirds of the company’s revenue.

There are also businesses that have benefited from SBA’s support for small business contracting. Missouri’s World Wide Technology (WWT) enrolled in SBA’s 8(a) Business Development program in 1992. The 8(a) program gave the company the tools it needed to compete for and win government contracts. Now, WWT has over 1,300 employees in 48 states and six countries, and its sales exceed \$68 million.

The fact is, the SBA has something to offer, no matter what kind of support you need or what kind of business you own. Whether you’re just starting out, or you have been in business for decades, the SBA can help you take your business to the next level. If you own a restaurant on Main Street, you can get a loan to expand. If you own a high-growth firm, you can get the investment capital you need. If you are looking to get into government contracting, SBA can help you get started. And for every business, SBA counselors are standing by to help you along the way.

This Resource Guide is a great place to learn more. In here, you can find details on all of SBA’s programs, from loans and capital, to contracting and counseling. You can also find SBA online at [www.sba.gov](http://www.sba.gov). SBA recently revamped its website, making the information and resources you need much easier to find. Meanwhile, the SBA online Community, which you can find at [community.sba.gov](http://community.sba.gov), puts the advice of thousands of small business owners like you at your fingertips. You can also visit [www.sba.gov/direct](http://www.sba.gov/direct) to find your SBA district office or local resource partner.

Thanks for reading, and we’ll see you soon.

# CONTRACTING

## Applying for Government Contracts



The U.S. government is the largest single purchaser of goods and services in the world, buying everything from armored tanks to paper clips. Every year, the federal government awards more than \$500 billion in contracts, and a significant share of those contracts are specifically allotted to small businesses.

The SBA works with agencies to award at least 23 percent of all prime government contracts to small businesses, with specific statutory goals for small disadvantaged businesses, businesses that are women-owned or service-disabled veteran-owned, or businesses that are located in historically underutilized business zones (HUBZone).

The agency ensures that small businesses have access to long-lasting development opportunities, which means working with small businesses to help them stay competitive, as well as encouraging federal agencies to award more contracts to small businesses. The SBA features outreach programs, matchmaking events, and online training opportunities; and helps agencies identify opportunities for small businesses.

### HOW GOVERNMENT CONTRACTING WORKS

#### Sealed bidding vs. Negotiation

There are two methods the government uses to purchase goods and services, sealed bidding and negotiation. The first method, sealed bidding, involves issuing an invitation for bid by a procuring agency. Under the sealed bidding method, a contract is usually awarded to the lowest priced bidder that can meet the quantity, quality and delivery requirements of the procurement. The second method, negotiation, involves issuing a request for proposal or request for quotation.

The business with the best proposal in terms of technical content, price and other factors generally wins the contract.

#### Types of Contracts

Firm fixed price contracts place the responsibility for the costs and risk of loss on the contractor. Firm fixed price contracts do not permit any adjustment on the basis of the contractor's costs during the performance of the contract. This type of contract is used in all sealed bid and some negotiated procurements.

Cost reimbursement contracts provide for the payment of allowable costs incurred by the contractor, to the extent stated in the contract. The contract establishes a ceiling price, above which a contractor may not exceed without the approval of the contracting officer. Cost reimbursement contracts are used in research contracts that have commercial applicability.

Some contracts do not fit neatly into these two categories, such as time and material contracts (prices for hourly wages are fixed but the hours are estimated) and letter contracts (authorizes a contractor to begin work on an urgent requirement).

#### Small Business Set-Asides

A "set-aside" for small businesses reserves an acquisition exclusively for small business participation. There are two ways in which set-asides can be determined. First, if an acquisition of goods or services has an anticipated dollar value of at least \$3,000 but not exceeding \$150,000, it is automatically reserved for small businesses. The acquisition will be set aside only if the contracting officer determines there are two or more responsible small businesses that are competitive in terms of market prices, quality and delivery. Second, if an acquisition of goods or services is more than \$150,000, and if it's likely offers will be obtained

from at least two responsible small businesses, and if awards will be made at fair market prices, the acquisition is reserved exclusively for small business. Reasonable expectations of small business competition may be evaluated using past acquisition history of an item or similar items.

There are several exceptions and unique rules for specific kinds of small businesses and industries. For R&D small business set-asides, there must be a reasonable expectation of obtaining from small businesses the best scientific and technological sources consistent with the demands of the proposed acquisition. For small business set-asides other than for construction services, any business proposing to furnish a product that it did not itself manufacture must furnish the product of a small business manufacturer unless the SBA has granted either a waiver or exception to this requirement. In industries where the SBA finds that there are no small business manufacturers, it may issue a waiver to the non-manufacturer rule. Waivers permit small businesses to provide any domestic firm's product.

#### Subcontracting

Subcontracting opportunities are a great resource for small businesses, especially to those not ready to bid as prime contractors. Experience gained from subcontracting with a federal prime contractor can better prepare businesses to bid for prime contracts.

Current regulations stipulate for contracts offering subcontracting opportunities over \$650,000 for goods and services, or \$1.5 million for construction, large business prime contractors must offer maximum practicable subcontracting opportunities to small businesses. Large business prime contractors must submit a subcontracting plan describing how they will successfully subcontract to small businesses.

To find subcontracting opportunities, a list of Federal prime contractors is available through SBA's Subcontracting Directory at [www.sba.gov](http://www.sba.gov) and [www.gsa.gov](http://www.gsa.gov). Research the list of prime contractors and determine which are best suited for your business. Develop a marketing strategy, and then contact the Small Business Liaison Officer listed for each prime to schedule an appointment.

## SBA CONTRACTING PROGRAMS HUBZONE

The HUBZone program helps small businesses located in distressed urban and rural communities, known as Historically Underutilized Business Zones, gain access to federal set-aside contracts and sole source contracts, as well as a price evaluation preference in full-and-open contract competitions. There is a statutory requirement that HUBZone small business concerns be awarded not less than 3 percent of the total value of all prime contract awards. The HUBZone program also establishes preference for award of federal contracts to small businesses in these areas. To qualify for the program, a business must meet the following criteria:

- It must be a small business by SBA size standards
- It must be owned and controlled at least 51 percent by U.S. citizens, or a Community Development Corporation, an agricultural cooperative, or an Indian tribe
- Its principal office must be located within an “Historically Underutilized Business Zone,” which includes lands considered “Indian Country” and military facilities closed by the Base Realignment and Closure Act
- At least 35 percent of its employees must reside in a HUBZone.

Existing businesses that choose to move to qualified areas are eligible to apply for certification. To fulfill the requirement that 35 percent of a HUBZone firm’s employees reside in a HUBZone, employees must live in a primary residence at a place for at least 180 days, or as a currently registered voter, and with intent to live there indefinitely.

### SBA is responsible for:

- Determining whether or not individual concerns are qualified HUBZone small business concerns;
- Maintaining a list of qualified HUBZone small business concerns for use by acquisition agencies in awarding contracts under the program;
- Adjudicating protests and appeals of eligibility to receive HUBZone contracts.

For additional information, visit [www.sba.gov/hubzone](http://www.sba.gov/hubzone).

## 8(a) BUSINESS DEVELOPMENT PROGRAM

The 8(a) Business Development program is a nine year program established to assist eligible socially and economically disadvantaged individuals develop and grow their businesses.

Business development assistance includes one-to-one counseling, training workshops, and other management and technical guidance. There is a statutory requirement that small disadvantaged business concerns be awarded not less than 5 percent of the total value of all prime contract awards. All firms that become eligible for SBA’s 8(a) business development assistance are also considered small disadvantaged business concerns for federal contracting. To be eligible for the 8(a) Business Development program, a business must meet the following criteria:

- It must be a small business by SBA size standards;
- It must be owned (at least 51 percent) by one or more individuals who qualify as socially and economically disadvantaged, and who are US citizens of good character;
- It must be controlled, managed, and operated by one or more individuals who qualify as disadvantaged, and;
- It must demonstrate potential for success (generally by being in business for at least two full years) before applying.

Socially disadvantaged individuals are those who have been subjected to racial or ethnic prejudice or cultural

bias because of their identity as a member of a group without regard to their individual capabilities. The following individuals are presumed to be socially disadvantaged: Black Americans, Native Americans, Alaska Natives or Native Hawaiians, Hispanic Americans, Asian Pacific Americans, and Subcontinent Asian Americans. An individual who is not a member of one of these groups must establish individual social disadvantage by a preponderance of evidence. Economically disadvantaged individuals are socially disadvantaged individuals whose ability to compete in the free-enterprise system has been impaired due to diminished capital and credit opportunities as compared to others in the same or similar line of business who are not socially disadvantaged.

Firms owned by Alaska Native Corporations, Indian Tribes, Native Hawaiian Organizations, and Community Development Corporations can also apply to the SBA for 8(a) business development assistance.

So that approved firms can obtain training, counseling, and business development assistance, SBA designates a staff person at a local SBA District

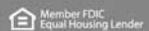
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## What You Should Know About Your Business

To be eligible to bid on a federal contract, you must know your business. Answer the following three questions:

### 1. Are you a small business?

Is your small business:

- Organized for profit?
- Located in the U.S.?
- Operated primarily within the U.S. or making a significant contribution to the U.S. economy through payment of taxes or use of American products, materials, or labor?
- Independently owned and operated?
- Not dominant in the field of operation in which it is bidding for government contracts?
- A sole proprietorship, partnership, corporation, or any other legal form?

If the first six criteria apply to your business, ask yourself the second important question to find out if your business meets size standard requirements.

### 2. What is the size standard for your business?

Size standards are used to determine whether a business is small or “other than small.” Size standards vary depending upon the industry. To determine the size standard for your business, you will need a NAICS code. Every federal agency uses these codes when considering your business. To determine your NAICS code, go to [www.census.gov/eos/www/naics/](http://www.census.gov/eos/www/naics/).

Some SBA programs require their own unique size standards. To find out more about these requirements and other size standard information, go to [www.sba.gov/size](http://www.sba.gov/size).

### 3. Do you fall under a specific certification?

Under the umbrella of “small business,” SBA has outlined several specific certifications that businesses may fall under. These certifications are divided into two categories: SBA-Certified and Self-Certified.

The SBA-Certified Programs were created to assist specific businesses in securing federal contracts and therefore can only be issued by SBA administrators. For the Self-Certified Programs, you can determine for yourself if your business meets the requirements by referring to the Federal Acquisition Regulations (FAR).

Just as Congress has given federal agencies a goal of procuring 23 percent of federal contracts from small businesses, so too must federal agencies meet specific contracting goals for other categories of small firms. These goals are:

- 5 percent of contracts go to Small Disadvantaged Businesses
- 5 percent go to Women-Owned Small Businesses
- 3 percent go to Service-Disabled Veteran-Owned Small Businesses
- 3 percent go to HUBZone Small Businesses

Federal agencies have a strong incentive to fulfill these contracting goals. You should apply for those SBA-Certified and Self-Certified programs for which you qualify to take advantage of contracting opportunities.

Office - geographically near the business. SBA is responsible for:

- Determining whether a business qualifies for the 8(a) Business Development program
- Determining whether a business continues to qualify, during the nine-year term.
- Approving Mentor/Protégé agreements between 8(a) firms and large businesses.

For additional information, visit [www.sba.gov/8a](http://www.sba.gov/8a).

## SMALL DISADVANTAGED BUSINESS

A Small Disadvantaged Business (SDB) is defined as a small business that is at least 51 percent owned and controlled by one or more individuals who are socially and economically disadvantaged.

There is a federal government-wide goal of awarding at least 5 percent of prime contracting dollars to SDBs each year. Large prime contractors must also establish a subcontracting goal for SDBs in their Subcontracting Plans.

Firms self-certify as SDB without submitting any application to SBA; however, firms approved by SBA into the 8(a) Business Development program are automatically certified as an SDB. To self-certify, firms should update their Central Contractor Registration (CCR) profiles and their Online Representations and Certifications Application (ORCA) profiles, at [www.bpn.gov/ccr/](http://www.bpn.gov/ccr/) and <https://orca.bpn.gov>, making sure that both profiles reflect their SDB status.

## SERVICE-DISABLED VETERAN-OWNED SMALL BUSINESS

The Service-Disabled Veteran-Owned Small Business (SDVOSB) program has a federal government-wide goal of awarding at least 3 percent of prime and subcontracting dollars to Service-Disabled Veteran-Owned Small Businesses each year. Large prime contractors must also establish a subcontracting goal for Veteran-Owned Small Businesses in their Subcontracting Plans. These subcontracting goals are reviewed at time of proposal by both the contracting officer and SBA prior to the award of a contract.

When a business's SDVOSB self-certification is challenged, SBA determines if the business meets the status, ownership, and control requirements. The SDVOSB Protest is administered by SBA to ensure that only businesses owned by service-disabled veterans receive contracts reserved exclusively for them.

To determine your eligibility, contact your local veterans business development officer, visit the various program websites, or contact SBA's Office of Veterans Business Development at [www.sba.gov/vets](http://www.sba.gov/vets).

## WOMEN-OWNED SMALL BUSINESS FEDERAL CONTRACT PROGRAM

On October 7, 2010, the SBA published a final rule effective February 4, 2011, aimed at expanding federal contracting opportunities for women-owned small businesses. The Women-Owned Small Business Federal Contract program authorizes contracting officers to set aside certain federal contracts for eligible women-owned businesses and economically disadvantaged women-owned small businesses.

To be eligible, a firm must be at least 51 percent owned and controlled by one or more women. The women must be U.S. citizens. The firm must be “small” in its primary industry in accordance with SBA's size standards for that industry. To be deemed “economically disadvantaged” its owners must demonstrate economic disadvantage in accordance with the requirements set forth in the final rule. For additional information, visit [www.sba.gov/wosb](http://www.sba.gov/wosb).

# GETTING STARTED IN CONTRACTING

Once you have identified the important information regarding your business, it is time to start the process of procuring a government contract.

## 1. Identify your DUNS (Data Universal Numbering System) number

To register your business, obtain a DUNS number used to identify and track millions of businesses. You can obtain your free DUNS number when registering with the CCR (Central Contractor Registration) at [www.ccr.gov](http://www.ccr.gov) or by contacting Dun & Bradstreet at [www.dnb.com](http://www.dnb.com).

## 2. Identify your EIN (Employer Identification Number)

An EIN, otherwise known as a federal tax identification number, is generally required of all businesses. For more information, go to [www.irs.gov](http://www.irs.gov).

## 3. Identify your NAICS (North American Industry Classification) codes

The NAICS codes are used to classify the industry a particular business occupies. You will need at least one NAICS code to complete your registration, but be sure to list as many as apply. You may also add or change NAICS codes at any time. To find NAICS code, visit [www.census.gov/eos/www/naics/](http://www.census.gov/eos/www/naics/).

## 4. Identify your SIC (Standard Industrial Classification) codes

The SIC codes are four-digit numbers that are used to classify the industry a particular business occupies. While NAICS codes have largely replaced SIC codes, you will still need to provide your SIC code. SIC codes can be found at [www.osha.gov/pls/irmis/sicsearch.html](http://www.osha.gov/pls/irmis/sicsearch.html).

## 5. Register with the CCR (Central Contractor Registration)

The CCR is an online federal government-maintained database of companies wanting to do business with the federal government. Agencies search

the database for prospective vendors. The CCR is at [www.ccr.gov](http://www.ccr.gov).

After completing registration, you will be asked to enter your small business profile information through the SBA Supplemental Page. The information will be displayed in the Dynamic Small Business Search.

Creating a profile in CCR and keeping it current ensures your firm has access to federal contracting opportunities. Entering your small business profile, including your business information and key word description, allows contracting officers, prime contractors, and buyers from state and local governments to learn about your company.

## 6. Use ORCA (Online Representations and Certifications Application)

Prospective contractors must complete (electronically or through submission of paperwork) representations and certifications for small business size and program status as part of the process that registers the business for federal contracting opportunities. To make this process easier for everyone involved, the government developed ORCA, where generally, businesses can complete all of the paperwork online. To begin this process, first register your firm in CCR, then go to [www.orca.bpn.gov](http://www.orca.bpn.gov).

## 7. Register with the GSA Schedule

The GSA (General Services Administration) Multiple Award Schedule (aka Federal Supply Schedule) is used by GSA to establish long-term, government-wide contracts with commercial firms. Once these contracts are established, government agencies can order the supplies and services they need directly from the firms through the use of an online shopping tool. Becoming a GSA schedule contractor increases your opportunity for contracts across all levels

of government. Businesses interested in becoming GSA schedule contractors should review the information available at [www.gsa.gov/schedules](http://www.gsa.gov/schedules).

## 8. Make Sure Your Business is Financially Sound

This critical step is absolutely necessary to make sure that your business is financially prepared for the journey ahead. Even if you are able to obtain a government contract, you will not be receiving all of the money at once. It helps to have a clear plan of how your business will stage the benefits of the contract.

## 9. Search FedBizOpps for contracting opportunities

Federal Business Opportunities, or FedBizOpps, is an online service operated by the federal government that announces available business opportunities. FedBizOpps helps identify the needs of federal agencies and available contracting opportunities. To begin searching for contracting opportunities, go to [www.fbo.gov](http://www.fbo.gov).

## 10. Marketing Your Business

Registering your business is not enough to obtain a federal contract; you will need to market your business to attract federal agencies. Tips for good marketing are:

- Determine which federal agencies buy your product or service, and get to know them;
- Identify the contracting procedures of those agencies;
- Focus on opportunities in your niche and prioritize them.

Although not required, you may want to obtain a PSC (Product Services Code) and/or a FSC (Federal Supply Classification). These codes provide additional information about the services and products your business offers.

## ADDITIONAL PROCUREMENT RESOURCES

The following federal procurement resources may also be of assistance:

- **The Certificates of Competency program** allows a small business, that is the apparent successful offeror, to appeal a contracting officer's non-responsibility determination that it is unable to fulfill the requirements of a specific government contract. The SBA will conduct a detailed review of the firm's technical and financial capabilities to perform on the contract. If the business demonstrates the capability to perform, the SBA issues a Certificate of Competency to the contracting officer, requiring award of that contract to the small

- business.
- **PCRs (Procurement Center Representatives) and CMRs (Commercial Marketing Representatives):** PCRs work to increase the small business share of federal procurement awards. CMRs offer many services to small businesses, including counseling on how to obtain subcontracts. To find a PCR or CMR near you, go to [www.sba.gov/sba-direct](http://www.sba.gov/sba-direct).
- **PTACs (Procurement Technical Assistance Centers):** PTACs provide assistance to businesses that want to sell products and services to federal, state, and/or local

- government. To find a PTAC in your state, go to [www.utahsbdc.com](http://www.utahsbdc.com).
- **Department of Defense** (The DoD is the largest purchaser of goods from small businesses): [www.acq.osd.mil/sadbu](http://www.acq.osd.mil/sadbu)
- **Office of Federal Procurement Policy:** [www.whitehouse.gov/omb/procurement](http://www.whitehouse.gov/omb/procurement)
- **Acquisition Forecast:** [www.acquisition.gov/comp/procurement\\_forecasts/index.html](http://www.acquisition.gov/comp/procurement_forecasts/index.html)
- **Federal Supply Schedule (FSS):** [www.gsa.gov](http://www.gsa.gov)
- **GSA Center for Acquisition Excellence:** [www.gsa.gov/portal/content/103487](http://www.gsa.gov/portal/content/103487)

# SBA DISASTER ASSISTANCE

## Knowing the Types of Assistance Available for Recovery

**T**he Disaster Assistance Program is SBA's largest direct loan program, and the only form of SBA assistance not limited to small businesses. SBA is responsible for providing affordable, timely and accessible financial assistance to homeowners, renters, businesses of all sizes and private, nonprofit organizations following declared disasters. By law, governmental units and agricultural enterprises are ineligible.

The SBA offers two types of disaster loans—Physical and Economic Injury Disaster Loans.

**Home Physical Disaster Loans** up to \$200,000 are available to eligible homeowners to repair or replace to its pre-disaster condition damaged or destroyed real estate not fully covered by insurance. Renters and homeowners alike may borrow up to \$40,000 to repair or replace clothing, furniture, cars, appliances, etc., that were damaged or destroyed in the disaster.

**Business Physical Disaster Loans** up to \$2 million are available to qualified businesses or private, nonprofit organizations of any size to help restore or replace damaged real estate, inventory, machinery, equipment and other business assets to its pre-disaster condition.

The SBA can also lend additional funds to homeowners and businesses to help with the cost of making improvements that protect, prevent or minimize the same type of disaster damage from occurring again.

**Economic Injury Disaster Loans (EIDLs)** are working capital loans available to qualified small businesses, private nonprofit organizations of all sizes and small agricultural cooperatives that suffered financial losses because of the disaster, regardless of physical damage. The SBA can lend up to \$2 million to provide the necessary working capital to help small businesses pay fixed debts, payroll, accounts payable and other bills that could have been covered had the disaster not occurred. The loan is not intended to replace lost sales or profits. The combined limit for economic injury and physical damage assistance for businesses is \$2 million.

**Military Reservist Economic Injury Disaster Loans (MREIDLs)** are working capital loans for small businesses adversely affected when an essential employee is called up to active duty by the National Guard or Reserves. An "essential employee" is defined as an individual (whether or not the owner of the small business) whose managerial or technical skill is critical to the successfully daily operation of the business. The loan limit is \$2 million, and the funds may be used to pay necessary operating expenses as they mature until operations return to normal after the essential employee is released from active military duty. The MREIDLs cannot be used to replace lost profits.

For all disaster loans, SBA can only approve loans to applicants having a credit history acceptable to SBA and who also show the ability to repay the loans. The loan terms are established in accordance with the borrower's repayment ability. The law gives SBA several powerful tools to make disaster loans affordable: low interest rates (around 4 percent), long terms (up to 30 years), and refinancing of prior liens (in some cases). As required by law, the interest rate for each loan is based on SBA's determination of whether the applicant has credit available elsewhere (the ability to borrow or use their own resources to recover after the disaster).

More information on all of SBA's disaster assistance programs, including information for military reservists, is available at [www.sba.gov/disaster](http://www.sba.gov/disaster).

### Disaster Preparedness

For small businesses, surviving a disaster doesn't begin with clearing the debris and returning to work.

With proper planning, surviving begins long before the disaster strikes—or before active-duty orders are received. Your planning should include insurance coverage, emergency power, protection of company records, fire safety, medical emergencies, taking care of your employees and continuity planning—how your business will continue during and after the emergency or disaster.

Starting is as easy as clicking on the disaster preparedness page of SBA's website at [www.sba.gov/content/disaster-preparedness](http://www.sba.gov/content/disaster-preparedness).

The page provides links to resources to help you put together your own emergency plan, preparedness tips, and fact sheets about SBA recovery assistance for homeowners, renters, businesses of all sizes and private, nonprofit organizations.

Additionally, to help small businesses with their preparedness planning, SBA has teamed up with Agility Recovery Solutions to offer business continuity strategies for entrepreneurs via their "PrepareMyBusiness" website. In addition to offering practical disaster preparedness tips, Agility is the co-host (with SBA) of a monthly disaster planning webinar for business owners. Previous webinar topics have included discussions on crisis communications, testing your recovery plan, and using social media to enhance business recovery. Visit [www.preparemybusiness.org](http://www.preparemybusiness.org) to get the schedule for future webinars, view archived webinars, and for more disaster planning tips.

As small businesses are leading America's economic recovery, many of them are investing time and money into their plans to grow and create jobs. Developing a strong disaster preparedness plan should be a critical and integral piece of those efforts. Planning for a disaster is the best way of limiting its effects.

### Additional Resources

The SBA has partnered with the American Red Cross to increase awareness in the business community about the Red Cross Ready Rating™ program. Ready Rating ([www.readyrating.org](http://www.readyrating.org)) is a free, self-paced, web-based membership program that helps a business measure its ability to deal with emergencies, and gives customized feedback on how to improve those efforts. Additional information on developing an emergency plan is available at the federal government's preparedness website [www.ready.gov](http://www.ready.gov).

The Institute for Business and Home Safety ([www.disastersafety.org](http://www.disastersafety.org)) has useful tips on protecting your home or business.

# ADVOCACY AND OMBUDSMAN

Watching out for small business interests



## OFFICE OF ADVOCACY

The SBA's Office of Advocacy, the "small business watchdog" of the government, examines the role and status of small business in the economy and independently represents the views of small business to federal agencies, Congress, the President and federal appellate courts as friends of the court. Advocacy compiles and interprets statistics on small business and is the primary entity within the federal government to disseminate small business data.

Headed by the Chief Counsel for Advocacy, the office also funds outside research of small business issues and produces numerous publications to inform policy makers about the important role of small business in the economy and the impact of government policies on small business. In addition, the office monitors federal agency compliance with the Regulatory Flexibility Act – the law that requires agencies to analyze the impact of their proposed regulations on small entities (including small businesses, small governmental jurisdictions and small

nonprofit organizations), and consider regulatory alternatives that minimize the economic burden on small entities.

Advocacy's mission is enhanced by a team of regional advocates, located in the SBA's 10 regions. They are Advocacy's direct link to small business owners, state and local government entities, and organizations that support the interests of small entities. The regional advocates help identify regulatory concerns of small business by monitoring the impact of federal and state policies at the grassroots level.

Learn more about the Office of Advocacy at [www.sba.gov/advocacy](http://www.sba.gov/advocacy).

## OFFICE OF THE NATIONAL OMBUDSMAN

If excessive fines, penalties or unfair regulatory enforcement by federal agencies are problems for your small business, you have a voice in Washington, D.C. through the SBA's Office of the National Ombudsman.

The Ombudsman receives comments regarding federal regulatory enforcement from small business

owners, nonprofit organizations and small government entities. Comments are forwarded to federal agencies for review, and in some cases fines may be lowered or eliminated and decisions changed in favor of the small business owners. Each year the National Ombudsman files a report with the U.S. Congress on the responsiveness of federal agencies regarding their actions of regulatory and compliance enforcement on small businesses.

To request help, send the National Ombudsman a complete Federal Agency Comment Form. You may do this by fax at 202-481-5719; online at the Ombudsman's Web page:

[www.sba.gov/ombudsman](http://www.sba.gov/ombudsman); or by mail at 409 Third Street S.W., Mail Code 2120, Washington, DC 20416.

The Ombudsman also coordinates 10 Regional Regulatory Fairness Boards which meet regularly to receive comments about federal regulations affecting small businesses.

Learn more about the National Ombudsman from the Web site above or call 888-REG-FAIR.

# ADDITIONAL RESOURCES

## Taking care of start up logistics



**E**ven if you are running a small home-based business, you will have to comply with many of the local, state, and federal regulations. Avoid the temptation to ignore regulatory details. Doing so may avert some red tape in the short term, but could be an obstacle as your business grows. Taking the time to research the applicable regulations is as important as knowing your market. Bear in mind that regulations vary by industry. If you're in the food-service business, for example, you will have to deal with the health department. If you use chemical solvents, you will have environmental compliances to meet. Carefully investigate the regulations that affect your industry. Being out of compliance could leave you unprotected legally, lead to expensive penalties and jeopardize your business.

### BUSINESS LICENSES

There are many types of licenses, both state and local as well as professional. Depending on what you do and where you plan to operate, your business may be required to have various state and/or municipal licenses, certificates or permits.

Licenses are typically administered by a variety of state and local departments. Consult your state or local government for assistance.

### FICTITIOUS BUSINESS NAME

Registering your business name, after doing a search to make sure that it is not already in use, protects you from others who might want to use the same

name. For more information, contact the county clerk's office in the county where your business is based. If you are a corporation, you'll need to check with the state.

#### Division of Corporations & Commercial Code

Heber Wells Bldg.  
160 E. 300 S.  
Salt Lake City, UT 84114  
801-530-4849  
General:  
[www.corporations.utah.gov](http://www.corporations.utah.gov)

### BUSINESS INSURANCE

Like home insurance, business insurance protects your business against fire, theft and other losses. Contact your insurance agent or broker. It is prudent for any business to purchase a number of basic types of insurance. Some types of coverage are required by law, others simply make good business sense. The types of insurance listed below are among the most commonly used and are merely a starting point for evaluating the needs of your business.

**Liability Insurance** – Businesses may incur various forms of liability in conducting their normal activities. One of the most common types is product liability, which may be incurred when a customer suffers harm from using the business product. There are many other types of liability, which are frequently related to specific industries. Liability law is constantly changing. An analysis of your liability insurance needs by a competent professional is vital in determining an adequate and appropriate level of protection for your business.

**Property** – There are many different types of property insurance and levels of coverage available. It is important to determine the property you need to insure for the continuation of your business and the level of insurance you need to replace or rebuild. You must also understand the terms of the insurance, including any limitations or waivers of coverage.

**Business Interruption** – While property insurance may pay enough to replace damaged or destroyed equipment or buildings, how will you pay costs such as taxes, utilities and other continuing expenses during the period between when the damage occurs and when the property is replaced? Business Interruption (or “business income”) insurance can provide sufficient funds to pay your fixed expenses during a period of time when your business is not operational.

**“Key Man”** – If you (and/or any other individual) are so critical to the operation of your business that it cannot continue in the event of your illness or death, you should consider “key man” insurance. This type of policy is frequently required by banks or government loan programs. It also can be used to provide continuity in operations during a period of ownership transition caused by the death, incapacitation or absence due to a Title 10 military activation of an owner or other “key” employee.

**Automobile** – It is obvious that a vehicle owned by your business should be insured for both liability and replacement purposes. What is less obvious is that you may need special insurance (called “non-owned automobile coverage”) if you use your personal vehicle on company business. This policy covers the business’ liability for any damage which may result for such usage.

**Officer and Director** – Under most state laws, officers and directors of a corporation may become personally liable for their actions on behalf of the company. This type of policy covers this liability.

**Home Office** – If you are establishing an office in your home, it is a good idea to contact your homeowners’ insurance company to update your policy to include coverage for office equipment. This coverage is not automatically included in a standard homeowner’s policy.

## TAXES

Taxes are an important and complex aspect of owning and operating a successful business. Your accountant, payroll person, or tax advisor may be very knowledgeable, but there are still many facets of tax law that you should know. The Internal Revenue Service is a great source for tax information. Small Business/Self-Employed Tax Center: [www.irs.gov/businesses/small/index.html](http://www.irs.gov/businesses/small/index.html)

When you are running a business, you don't need to be a tax expert. However, you do need some tax basics. IRS Small Business/Self-Employed Tax Center gives you the information you need to stay tax compliant so your business can thrive.

Small Business Forms and Publications [www.irs.gov/businesses/small/article/0,,id=99200,00.html](http://www.irs.gov/businesses/small/article/0,,id=99200,00.html)

Download multiple small business and self-employed forms and publications.

## FEDERAL PAYROLL TAX (EIN NUMBERS)

An Employer Identification Number (EIN), also known as a Federal Employer Identification Number (FEIN), is used to identify a business entity. Generally, businesses need an EIN to pay federal withholding tax.

You may apply for an EIN in various ways, one of which is to apply online. [www.irs.gov/businesses/small/article/0,,id=102767,00.html](http://www.irs.gov/businesses/small/article/0,,id=102767,00.html). This is a free service offered by the Internal Revenue Service. Call 800-829-1040 if you have questions. You must check with your state to determine if you need a state number or charter.

## FEDERAL SELF-EMPLOYMENT TAX

Every employee must pay Social Security and Medicare coverage. If you are self-employed, your contributions are made through the self-employment tax.

The IRS has publications, counselors and workshops available to help you sort it out. For more information, contact the IRS at 800-829-1040 or [www.irs.gov](http://www.irs.gov).

## SALES TAX EXEMPTION CERTIFICATE

If you plan to sell products, you will need a Sales Tax Exemption Certificate. It allows you to purchase inventory, or materials, which will become part of the product you sell, from suppliers without paying taxes. It requires you to charge sales tax to your customers, which you are responsible for remitting to the

state. You will have to pay penalties if it is found that you should have been taxing your products and now owe back taxes to the state. For information on sales tax issues, contact your state's government.

To register for a Sales and Use Tax License and a Withholding Tax Account for Utah, use Form TC-69. Contact:

### Utah State Tax Commission

210 N. 1950 West  
Salt Lake City, UT 84134  
801-297-2200  
[tax.utah.gov](http://tax.utah.gov)

## FEDERAL INCOME TAX

Like the state income tax, the method of paying federal income taxes depends upon your legal form of business.

**Sole Proprietorship:** You must file IRS Federal Form Schedule C along with your personal Federal Income Tax return (Form 1040) and any other applicable forms pertaining to gains or losses in your business activity.

**Partnership:** You must file a Federal Partnership return (Form 1065). This is merely informational to show gross and net earnings of profit and loss. Also, each partner must report his share of partnership earnings on his individual

Form 1040 based on the information from the K-1 filed with the Form 1065.

**Corporation:** You must file a Federal Corporation Income Tax return (Form 1120). You will also be required to report your earnings from the corporation including salary and other income such as dividends on your personal federal income tax return (Form 1040).

## FEDERAL PAYROLL TAX

**Federal Withholding Tax:** Any business employing a person must register with the IRS and acquire an EIN and pay federal withholding tax at least quarterly. File Form SS-4 with the IRS to obtain your number and required tax forms. Call 800-829-3676 or 800-829-1040 if you have questions.

## IRS WEB PRODUCTS FOR SMALL BUSINESSES

For the most timely and up-to-date tax information, go to [www.irs.gov/businesses/small/index.html](http://www.irs.gov/businesses/small/index.html).

**UTAH**  
**Microenterprise**  
LOAN FUND

Jorge Fierro,  
Rico Mexican  
Market

**He started with pinto beans  
and a dream.  
Now the dream is a reality.**

The Utah Microenterprise Loan Fund (UMLF) makes loans of up to \$25,000 to start-up and existing entrepreneurs who do not have the money, collateral or credit history to qualify for a traditional small business loan. Over the past 17 years, we have help start and/or grow over 720 businesses and disbursed over \$9.5 million. For more information, visit: [www.umlf.com](http://www.umlf.com)

**local FIRST UTAH**

**BUILDING BRIGHTER FUTURES THROUGH SMALL BUSINESS**

[www.umlf.com](http://www.umlf.com)

## VIRTUAL SMALL BUSINESS WORKSHOP

[www.tax.gov/virtualworkshop/](http://www.tax.gov/virtualworkshop/)

The Virtual Small Business Tax Workshop is the first of a series of video products designed exclusively for small business taxpayers. This workshop helps business owners understand federal tax obligations. The Virtual Small Business Workshop is available on CD [www.irs.gov/businesses/small/article/0,,id=101169,00.html](http://www.irs.gov/businesses/small/article/0,,id=101169,00.html) and online [www.irsvideos.gov/virtualworkshop/](http://www.irsvideos.gov/virtualworkshop/) if you are unable to attend a workshop in person. Small business workshops are designed to help the small business owner understand and fulfill their federal tax responsibilities. Workshops are sponsored and presented by IRS partners who are federal tax specialists.

Workshop topics vary from a general overview of taxes to more specific topics such as recordkeeping and retirement plans. Although most are free, some workshops have fees associated with them. Fees for a workshop are charged by the sponsoring organization, not the IRS.

The IRS's **Virtual Small Business Tax Workshop** is an interactive resource to help small business owners learn about their federal tax rights and responsibilities. This educational product, available online and on CD, consists of nine stand-alone lessons that can be selected and viewed in any sequence. A bookmark feature makes it possible to leave and return to a specific point within the lesson. Users also have access to a list of useful online references that enhance the learning experience by allowing them to view references and the video lessons simultaneously.

Tax Calendar for Small Businesses and Self-Employed (Publication 1518) [www.irs.gov/businesses/small/article/0,,id=176080,00.html](http://www.irs.gov/businesses/small/article/0,,id=176080,00.html)

The Tax Calendar for Small Businesses and Self-Employed contains useful information on general business taxes, IRS and SSA customer assistance, electronic filing and paying options, retirement plans, business publications and forms, common tax filing dates, and federal legal holidays.

## SOCIAL SECURITY CARDS

All employees must have a social security card. It must be signed by its owner, and you should always ask to see and personally record the social security number. Failure to do so may cause your employee to lose benefits and considerable trouble for yourself in back tracking to uncover the error.

Each payday, your employees must

receive a statement from you telling them what deductions were made and how many dollars were taken out for each legal purpose. This can be presented in a variety of ways, including on the check as a detachable portion or in the form of an envelope with the items printed and spaces for dollar deductions to be filled in.

## EMPLOYEE CONSIDERATIONS Taxes

If you have any employees, including officers of a corporation but not the sole proprietor or partners, you must make periodic payments towards, and/or file quarterly reports about payroll taxes and other mandatory deductions. You may contact (for information, assistance and forms.)

### Social Security Administration

800-772-1213  
[www.ssa.gov](http://www.ssa.gov)

### Federal Withholding

U.S. Internal Revenue Service  
800-829-1040  
[www.irs.gov](http://www.irs.gov)

### Utah Department of Workforce Services

140 E. 300 South  
Salt Lake City, UT 84111  
Salt Lake/Davis Counties  
801-526-4400  
Weber/North Davis Counties:  
801-612-0877  
Provo 801-375-4067  
<http://jobs.utah.gov>

## Social Security's Business Services Online

The Social Security Administration now provides free electronic services online at [www.socialsecurity.gov/employer/](http://www.socialsecurity.gov/employer/). Once registered for Business Services Online, business owners or their authorized representative can:

- file W-2s online; and
- verify Social Security Numbers through the Social Security Number Verification Service, used for all employees prior to preparing and submitting Forms W-2.

## Health Insurance

Compare plans in your area at [www.healthcare.gov](http://www.healthcare.gov).

## Employee Insurance

If you hire employees you may be required to provide unemployment or workers' compensation insurance. Employers can obtain coverage from a private insurance company or from the Workers' Compensation Fund.

### Utah Labor Commission

160 E. 300 South, 3rd Fl.  
Salt Lake City, UT 84114-6610  
801-530-6800

## WORKPLACE DISABILITY PROGRAMS

Americans with Disabilities Act (ADA): For assistance with the ADA, call 800-669-3362 or visit [www.ada.gov](http://www.ada.gov).

## U.S. CITIZENSHIP AND IMMIGRATION SERVICES

The Federal Immigration Reform and Control Act of 1986 requires employers to verify employment eligibility of new employees. The law obligates an employer to process Employment Eligibility Verification Form I-9. The U.S. Citizenship and Immigration Services Office of Business Liaison offers a selection of information bulletins and live assistance through the Employer Hotline. For forms call 800-870-3676, for the Employer Hotline call 800-357-2099.

## E-Verify: Employment Eligibility Verification

E-Verify, operated by the Department of Homeland Security in partnership with the Social Security Administration, is the best--and quickest--way for employers to determine the employment eligibility of new hires. It is a safe, simple, and secure Internet-based system that electronically verifies the Social Security number and employment eligibility information reported on Form I-9. E-Verify is voluntary in most states and there is no charge to use it.

If you are an employer or employee and would like more information about the E-Verify program, please visit [www.dhs.gov/E-Verify](http://www.dhs.gov/E-Verify) or contact our Customer Support staff: 1-888-464-4218 Monday – Friday 8 am – 5 pm.  
E-mail: [e-verify@dhs.gov](mailto:e-verify@dhs.gov)

## SAFETY & HEALTH REGULATIONS

All businesses with employees are required to comply with state and federal regulations regarding the protection of employees. The Occupational Safety and Health Administration outlines specific health and safety standards adopted by the U.S. Department of Labor.

## BUILDING CODES, PERMITS AND ZONING

It is important to consider zoning regulations when choosing a site for your business. You may not be permitted to conduct business out of your home or engage in industrial activity in a retail district. Contact the business license office in the city or town where the business is located.

## BAR CODING

Many stores require bar coding on packaged products. Many industrial and manufacturing companies use bar coding to identify items they receive and ship. There are several companies that can assist businesses with bar-coding needs. You may want to talk with an SBDC, SCORE or WBC counselor for more information.

## Federal Registration of Trademarks and Copyrights

Trademarks or service marks are words, phrases, symbols, designs or combinations thereof that identify and distinguish the source of goods. Trademarks may be registered at both the state and federal level. To register a federal trademark, contact:

### U.S. Patent and Trademark Office:

P.O. Box 1450  
Alexandria, VA 22313-1450  
800-786-9199  
[www.uspto.gov/](http://www.uspto.gov/)

## Trademark Information Hotline

703-308-9000

## STATE REGISTRATION OF A TRADEMARK

Trademarks and service marks may be registered in a state.

**Caution:** Federally registered trademarks may conflict with and supersede state registered business and product names.

## Patents

A patent is the grant of a property right to the inventor by the U.S. Patent and Trademark Office. It provides the owner with the right to exclude others from making, using, offering for sale or selling the patented item in the United States.

Additional information is provided in the publications, General Information Concerning Patents and other publications distributed through the

U.S. Patent and Trademark Office. For more information, contact the:

### U.S. Patent and Trademark Office

800-786-9199 • [www.uspto.gov](http://www.uspto.gov)

## Copyrights

Copyrights protect original works of authorship including literary, dramatic, musical and artistic, and certain other intellectual works. Copyright does not protect facts, ideas and systems, although it may protect the way these things are expressed. For general information contact:

### U.S. Copyright Office

U.S. Library of Congress  
James Madison Memorial Building  
Washington, DC 20559  
202-707-9100 - Order Line  
202-707-3000 - Information Line  
[www.copyright.gov](http://www.copyright.gov)

## BUSINESS ORGANIZATION: Choosing Your Business Structure

There are many forms of legal structure you may choose for your business. Each legal structure offers organizational options with different tax and liability issues. We suggest you research each legal structure thoroughly and consult a tax accountant and/or attorney prior to making your decision.

The most common organizational structures are sole proprietorships, general and limited partnerships, “C” and “S” corporations and limited liability companies.

If you're uncertain which business format is right for you, you should discuss options with a business counselor or attorney.

### Sole Proprietorship

One person operating a business as an individual is a sole proprietorship. It's the most common form of business organization. Profits are taxed as income to the owner personally. The personal tax rate is usually lower than the corporate tax rate. The owner has complete control of the business, but faces unlimited liability for its debts. There is very little government regulation or reporting required with this business structure.

### General Partnership

A partnership exists when two or more persons join together in the operation and management of a business. Partnerships are subject to relatively little regulation and are fairly

easy to establish. A formal partnership agreement is recommended to address potential conflicts such as: who will be responsible for performing each task; what, if any, consultation is needed between partners before major decisions, and what happens when a partner dies. Under a general partnership each partner is liable for all debts of the business. Profits are taxed as income to the partners based on their ownership percentage.

### Limited Partnership

Like a general partnership, a limited partnership is established by an agreement between two or more persons. However, there are two types of partners.

- A general partner has greater control in some aspects of the partnership. For example, only a general partner can decide to dissolve the partnership. General partners have no limits on the dividends they can receive from profit so they incur unlimited liability.
- Limited partners can only receive a share of profits based on the proportional amount on their investment, and liability is similarly limited in proportion to their investment.

### “C” Corporation

A “C” corporation is a legal entity created under state law by the filing of articles of incorporation. A corporation is a separate entity having its own rights, privileges and liabilities, apart

from those of the individual(s) forming the corporation. It's the most complex form of business organization and is comprised of shareholders, directors and officers. Since the corporation is a separate legal entity in its own right it can own assets, borrow money and perform business functions without directly involving the owners. Corporations are subject to more government regulation and offer the owners the advantage of limited liability, but not total protection from lawsuits.

### Subchapter “S” Corporation

Subchapter “S” references a special part of the Internal Revenue Code that permits a corporation to be taxed as a partnership or sole proprietorship, with profits taxed at the individual, rather than the corporate rate. A business must meet certain requirements for Subchapter “S” status. Contact the IRS for more information.

### LLCs and LLPs

The limited liability company is a relatively new business form. It combines selected corporate and partnership characteristics while still maintaining status as a legal entity distinct from its owners. As a separate entity it can acquire assets, incur liabilities and conduct business. It limits liability for the owners. The limited liability partnership is similar to the LLC, but it is for professional organizations.

# OTHER ASSISTANCE

## Other Sources of Assistance

There are many other programs and services available to assist and support entrepreneurs in their endeavors.

### AAA FAIR CREDIT FOUNDATION

AAA Fair Credit Foundation (FCF) is an accredited 501(c)(3) nonprofit organization which administers the Utah Individual Development Account Network, a matched savings program for low-income working families. Savings are matched 3:1 up to a total of \$6,000 for small business start-up or capitalization. In addition, FCF provides financial counseling assistance, debt management, and financial education programs to help consumers improve financial well-being and quality of life.

### AAA FAIR CREDIT FOUNDATION

230 West 200 S., Ste. 3104  
Salt Lake City, UT 84101  
800-351-4195  
[www.faircredit.org](http://www.faircredit.org); [www.uidan.org](http://www.uidan.org)

### BETTER BUSINESS BUREAU (BBB)

Businesses may register with BBB to take advantage of the many services provided by BBB. BBB provides information on over 2.5 million organizations, including businesses and charities. Also, if you think that a company or charity has treated you unfairly, you can file a complaint online.

### BETTER BUSINESS BUREAU (BBB)

5673 S. Redwood Rd., #22  
Salt Lake City, UT 84123  
801-892-6009  
[www.utah.bbb.org](http://www.utah.bbb.org)

### BUREAU OF ECONOMIC AND BUSINESS RESEARCH (BEBR)

BEBR is an applied research center in the David Eccles School of Business at the University of Utah. BEBR's mission is to conduct and support research related to the structure of the Utah economy, its resources and its potential for expansion. BEBR also analyzes the economic and demographic impacts of economic events and policy initiatives on local and regional economies, provides advice on economic issues and conducts regional economic analysis. BEBR interacts with both private and public entities, conducting independent studies and engaging in sponsored research.

### BUREAU OF ECONOMIC AND BUSINESS RESEARCH

1645 E. Campus Center Dr., Rm. 401  
Salt Lake City, UT 84112  
801-581-6333  
[www.bebr.utah.edu](http://www.bebr.utah.edu)

### BUSINESS INFORMATION CENTER (BIC)

The BIC is another source of counseling and other services to assist entrepreneurs in planning their business, expanding an existing business, or venturing into new areas. The BIC has business resource libraries equipped with personal computer workstations, books, videos, and reference

guides to assist in developing a business plan, promotional materials, office templates, financial statements, and IRS tax forms and publications. Additionally, BIC clients can meet with business counselors from SCORE. A tax consultant is also available to discuss federal taxes.

### BUSINESS INFORMATION CENTER

2036 Lincoln Ave., #105  
Ogden, UT 84401  
801-629-8613

### ECONOMIC DEVELOPMENT CORPORATION OF UTAH (EDCU)

EDCU is a private, statewide, non-profit organization that assists companies who are considering Utah for a business location or expansion. EDCU is a one-stop source for the latest information about doing business in Utah.

### ECONOMIC DEVELOPMENT CORPORATION OF UTAH (EDCU)

201 S. Main St., Ste. 2150  
Salt Lake City, UT 84111  
801-574-8824  
[www.edcutah.org](http://www.edcutah.org)

### MILLER BUSINESS INNOVATION CENTER

The Innovation Center (IC) is an accelerator program for innovative enterprises seeking high growth. The IC houses progressive, small businesses in a commercial work environment where the infrastructure, business, educational and operational support meet the needs of entrepreneurs so they may establish long-term success. The IC is a 501(c)(3) non-profit organization operated under the auspices of Salt Lake Community College. Together, Larry H. Miller, a Utah entrepreneur, and Salt Lake Community College have built a center where entrepreneurs share valuable resources, educational know-how, and community partnerships to leverage business opportunities. In turn, entrepreneurs contribute to Utah's economic development and job creation.

### MILLER BUSINESS INNOVATION CENTER

9750 S. 300 West  
Sandy, UT 84070  
801-957-5279 or 801-957-5200  
[www.slcc.edu/mbic](http://www.slcc.edu/mbic)

### NATIONAL ASSOCIATION OF WOMEN BUSINESS OWNERS (NAWBO)

NAWBO is a dues-based national organization representing the interests of all women entrepreneurs in all industries. It currently has over 8,000 members in more than 80 chapters nationwide. NAWBO helps women forge connections with other women business owners to exchange ideas and opportunities, gain access to certification and procurement opportunities, and network with women representing every industry on a local and national level. NAWBO membership entitles you to attend conferences and seminars on the trends, regulations and new technologies that impact your business; participate in an integrated online community of women

business owners for special interest groups, vendor, or joint venture searches, and help forums; benefit from advocacy for business issues; enjoy access to research conducted by the Center for Women's Business Research; access a network of global business contacts in 35 countries; and use the national NAWBO online directory.

### NAWBO SALT LAKE CHAPTER

801-487-4600  
[office@nawboslc.org](mailto:office@nawboslc.org) [www.nawboslc.org](http://www.nawboslc.org)

### PETE SUAZO BUSINESS CENTER

The Center has a two-pronged mission in its effort to serve Utah's Hispanic and other underserved populations: (1) provide education on what is needed to start and run a successful business in the United States; and (2) serve as an access point for organizations, institutions, and other existing entities that wish to offer their services to the underserved communities in this area. These services include business management counseling, business plan development, marketing, and business loan services.

### PETE SUAZO BUSINESS CENTER

960 W. 1700 South  
Salt Lake City, UT 84104  
801-521-1709  
[www.petesuzocenter.org](http://www.petesuzocenter.org)  
[info@petesuzocenter.org](mailto:info@petesuzocenter.org)

### SALT LAKE CITY CORPORATION

Salt Lake City has several programs and services to aid small businesses. For details, go to [www.slccgov.com](http://www.slccgov.com). One of the city's programs is the Small Business Revolving Loan Fund. The program is designed to stimulate business development and expansion, encourage private investment, promote economic development, and enhance neighborhood vitality in the city by making low-interest loans available to businesses. These funds may be used for land, building, equipment, and working capital. The funds can be utilized obtained as direct loans, participation loans, subordinate financing, and gap financing. For more information, contact:

### SALT LAKE CITY CORPORATION

451 South State St.,  
Salt Lake City, UT 84111  
801-535-6230  
[www.slccgov.com/](http://www.slccgov.com/)

### THE DOWNTOWN ALLIANCE

The Downtown Alliance is a non-profit organization created to foster business, community, and culture in the Central Business District (CBD). Established in 1991, the Alliance is comprised of more than 2,500 business and property owners in the CBD's 40-block area, which is bounded by North Temple, 500 West, 400 South, and 200 East. The Alliance produces special events and targeted research to promote downtown Salt Lake City as the epicenter of commerce and culture in the Intermountain West. The programs are designed to bring people into the city, thereby creating

business opportunities for its shareholders, while the publications survey economic, cultural, and community development to help the Alliance lobby for downtown interests. For more information, contact:

### THE DOWNTOWN ALLIANCE

175 E. 400 South, #600  
Salt Lake City, UT 84111  
801-359-5118  
[info@downtownslc.org](mailto:info@downtownslc.org) [www.downtownslc.org](http://www.downtownslc.org)

### U.S. DEPARTMENT OF AGRICULTURE (USDA) – RURAL DEVELOPMENT

Rural Business Cooperative Service (RBCS) Programs is an agency of USDA Rural Development emphasizing economic development in rural Utah by providing financial assistance to business projects. RBCS provides economic development and financial assistance through a variety of federal loan, loan guarantee, and grant programs. RBCS financial assistance is often leveraged with other public and commercial credit sources to multiply the impact of these programs. Priority is given to projects that support a diversified rural Utah economy and to businesses that create or save good quality jobs in rural Utah. Priority is also given to businesses benefiting the most rural and impoverished areas of Utah. RBCS has the following programs that provide financial assistance to rural businesses.

### BUSINESS & INDUSTRY (B&I) GUARANTEED LOAN PROGRAM

Under this program, RBCS guarantees loans made by rural lenders to good quality businesses that support a diversified economic base and provide or save good quality jobs in rural areas. RBCS can offer an 80 percent guarantee on loan requests of \$5,000,000 or less; a 70 percent guarantee on loans between \$5,000,000 and \$10,000,000; and a 60 percent guarantee on loans between \$10,000,000 and \$25,000,000. B&I loans have longer maturities and lower interest rates than normal commercial loans. Rural areas for this program are communities with a population of less than 50,000, and not immediately adjacent to a community with a population of 50,000 or more. B&I requests are funded throughout the year as needed.

### INTERMEDIARY RELENDING PROGRAM (IRP)

Under this program, RBCS lends seed capital funds to qualified intermediaries, which in turn provide loans to rural businesses. Qualified intermediaries may include public bodies, non-profit corporations, cooperatives, or federally recognized Indian tribes. Intermediaries can borrow a maximum of \$15 million in IRP loan funds in annual increments of up to \$750,000 at a low interest rate of 1 percent for a maximum term of 30 years. Intermediaries make loans up to \$250,000

# OTHER ASSISTANCE

to rural businesses. Rural areas for this program are communities with a population of less than 25,000, and not immediately adjacent to a community with a population of 25,000 or more. IRP requests are typically considered for funding on a quarterly basis.

## RURAL ECONOMIC DEVELOPMENT LOAN AND GRANT PROGRAM (REDLG)

Certain electric and telecommunications companies utilize the REDLG program to obtain a maximum \$200,000 grant to provide capital to establish a revolving loan program, or to obtain a maximum \$450,000, 0%, 10-year loan to assist a promising rural business. Eligible electric or telecommunications companies are: Dixie-Escalante Rural Electric Association (REA); Flowell Electric Association; Garkane Power Association; Moon Lake Electric Association; Beehive Telephone Company, Inc.; Central Utah Telephone, Inc.; Emery Telephone; and Uintah Basin Telephone Association. Rural areas for this program are typically communities with a population of less than 25,000, and not immediately adjacent to a community with a population of 25,000 or more. REDLG requests are typically considered for funding on a quarterly basis.

## RURAL BUSINESS ENTERPRISE GRANT PROGRAM (RBEG)

Public bodies, private non-profit organizations, and native American tribes utilize the RBEG program to obtain grant funding typically not exceeding \$100,000 for projects that benefit small and emerging businesses in rural areas. RBEG funds may be benefit small and emerging rural businesses by providing technical assistance (business plans, feasibility studies, marketing studies, economic development training, etc.), purchasing machinery or equipment, constructing/improving buildings that will benefit multiple rural businesses, or providing capital to start or expand a revolving loan program. A small and emerging business is defined as a business with fewer than 50 new employees, and less than \$1,000,000 in gross revenues. Rural areas for this program are communities with a population of less than 50,000, and not immediately adjacent to a community with a population of 50,000 or more. RBEG requests are typically considered for funding in December and June of each year.

## RURAL BUSINESS OPPORTUNITY GRANT PROGRAM (RBOG)

Public bodies, private non-profit organizations, cooperatives, and Native American tribes utilize the RBOG program to obtain technical assistance grant funding of up to \$50,000 for projects that benefit sustainable economic growth in economically depressed rural areas of Utah. Projects must have a measurable and reasonable chance of improving the economic conditions of the depressed rural

area. Eligible technical assistance activities include business plan development, feasibility studies, marketing studies, and economic development training. Rural areas for this program are communities with a population of less than 50,000, and not immediately adjacent to a community with a population of 50,000 or more. RBOG requests are typically considered for funding in December and June of each year.

## VALUE-ADDED AGRICULTURAL PRODUCER GRANT PROGRAM (VADG)

VADG funds may be utilized by eligible independent producers of agricultural commodities, agricultural producer groups, farmer and rancher cooperatives, and majority-owned producer-based business ventures to plan or implement sales agricultural products into emerging markets. VADG awards are limited to 50% of project costs. VADG applicants must provide a minimum of 50% of project costs in non-federal matching funds, or eligible in-kind contributions. There is no rural area definition for this program. VADG requests are typically considered for funding in June of each year.

## RURAL COOPERATIVE DEVELOPMENT GRANT PROGRAM (RCDG)

RCDG funds may be utilized by selected on-profit corporations or institutions of higher education to establish and operate centers for rural cooperative development which will facilitate the development of new rural cooperatives, value-added processing, and rural businesses that create or retain jobs in rural areas. RCDG awards are limited to 75 percent of project costs. The RCDG applicant must provide a minimum of 25 percent of project costs in non-federal matching funds, or eligible in-kind contributions. Rural areas for this program are communities with a population of less than 50,000, and not immediately adjacent to a community with a population of 50,000 or more. RCDG requests are typically considered for funding in June of each year.

## RENEWABLE ENERGY SYSTEMS AND ENERGY EFFICIENCY IMPROVEMENT GRANT

These grants may be utilized to purchase renewable energy systems and make energy improvements for agricultural producers and rural small businesses. Funding is available up to \$500,000 to purchase alternative energy systems (solar, wind, geothermal, anaerobic digester, etc.), or up to \$250,000 to make energy efficiency improvements to their existing operations. Grants are limited to 25% of eligible project costs. The applicant must provide a minimum 75% of project costs in non-federal matching funds. In-kind contributions cannot be considered toward matching funds. This program cannot be used to fund R&D projects, or finance unproven technologies. Small

businesses for this program must meet the Small Business Administration's size standards. Rural areas for this program are communities with a population of less than 50,000, and not immediately adjacent to a community with a population of 50,000 or more. Requests are typically considered for funding in May of each year.

## RURAL COMMUNITY DEVELOPMENT INITIATIVE (RCDI)

Qualified intermediaries can obtain a minimum \$50,000 up to a maximum \$1,000,000 in matching RCDI grant assistance to increase the intermediary's capacity to provide economic development technical assistance to low-income community-based non-profit organizations, low-income community public entities, or federally recognized tribes for the purpose of developing economic projects in low income rural areas. RCDI grants are limited to 50 percent of project costs. The RCDI applicant must provide a minimum 50 percent of project costs in non-federal matching funds. In-kind contributions cannot be considered toward matching funds. Rural areas for this program are communities with a population of less than 50,000, and not immediately adjacent to a community with a population of 50,000 or more. Low-income communities must be at or below 80% of the state or national Median Household Income (MHI). Qualified intermediaries include private non-profit, public, or tribal organizations that provide financial and technical assistance to multiple recipients. Intermediaries must have been organized for a minimum of three years before applying for RCDI assistance. RCDI requests are typically considered for funding in May of each year. Contact RBCS personnel at the State Office for more information, current funding cycles, current funding levels, and application requirements on any RBCS program:

## USDA RURAL DEVELOPMENT

125 South State St., Rm. 4311  
Salt Lake City, UT 84138  
801-524-4320  
USDA Rural Development – [www.rurdev.usda.gov](http://www.rurdev.usda.gov)  
United States Department of Agriculture – [www.usda.gov](http://www.usda.gov)

## UTFC FINANCING SOLUTIONS LLC (UTFC)

UTFC is a Small Business Investment Company (SBIC) licensed by SBA. UTFC invests in small companies throughout the region by providing subordinated debt to start-up and growing businesses. UTFC is focused on information technology but invests in a wide range of companies from manufacturing to services. To ensure the long-term success of the companies it finances, UTFC monitors each company's progress and offers technical assistance in critical areas of business management. For more information, contact:

## UTFC FINANCING SOLUTIONS LLC (UTFC)

699 E. South Temple, Ste. 220  
Salt Lake City, UT 84102  
801-741-4200  
[info@utfc.biz](mailto:info@utfc.biz)  
[www.innoventures.com](http://www.innoventures.com)

## UTAH BUSINESS LENDING CORPORATION

Utah Business Lending Corporation provides loans to rural Utah businesses through the United States Department of Agriculture and the Salt Lake County Revolving Loan Fund.

## UTAH BUSINESS LENDING CORPORATION

1196 W. South Jordan Pkwy., Unit D-B  
South Jordan, UT 84095  
801-654-2213 [www.utahbusinesslending.com](http://www.utahbusinesslending.com)

## UTAH MANUFACTURING EXTENSION PARTNERSHIP (MEP)

MEP is a non-profit organization chartered with raising the level of competitiveness, performance, and profitability of Utah's manufacturers. MEP leverages state and federal support, along with a network of Utah-based public and private resources, to assist in providing services to small manufacturers. With offices located throughout the state, MEP staff members provide both strategic and technical advice and assistance to local companies. MEP provides a complimentary strategic business assessment (the Discovery Process®) to help companies identify the five to ten most important issues affecting their bottom line. MEP services are available in the areas of lean manufacturing, sales and marketing, quality engineering and management, assessments and benchmarking, executive coaching, product development and improvement, strategic planning, project management, eBusiness strategies, supply chain management, process simulation, and MRP software selection and implementation.

## UTAH MEP @ UTAH VALLEY UNIVERSITY

800 West University Pkwy., MS-212  
Orem, UT 84058  
801-863-8637  
[www.mep.org](http://www.mep.org)  
[info@mep.org](mailto:info@mep.org)

## UTAH MICROENTERPRISE LOAN FUND (UMLF)

UMLF is a private, non-profit, community development financial institution (CDFI) whose mission is to provide financing and management support to entrepreneurs in start-up and existing firms that do not have access to traditional funding sources; especially those who are socially and economically disadvantaged. The UMLF makes loans of up to \$25,000 with a maximum term of five years. Interest rates range from prime plus 5%-7% and are fixed as of the date of the loan. Funds can be used to purchase equipment and inventory, working capital and refinancing of business credit card debt. The loan recipient must be located in: BoxElder, Davis, Morgan,

# OTHER ASSISTANCE

Salt Lake, Summit, Tooele, Utah, Wasatch or Weber County. Coming soon to Cache and Rich counties! For more information, contact:

## UTAH MICROENTERPRISE LOAN FUND

154 E. Ford Ave., #A  
Salt Lake City, UT 84115  
801-746-1180  
www.umlf.com

## UTAH SAFETY COUNCIL

The mission of the Utah Safety Council is to promote safety and health by providing education, services, and products. A grant from the Utah Labor Commission allows the Council to offer several Small Business Occupational Safety Courses for only \$5.00 per person. Additionally, the Council is able to offer a 50% discount for the Advanced Safety Certificate training courses. The occupational safety course schedule is available online at the Council's website. The Council also offers a free Employee Safety Orientation Course in the Spanish Language. The Council is also able to offer the Safety Video Library with over 800 current titles available for loan. Several of these training videos are in Spanish. The Council is your complete resource for safety and health solutions.

## UTAH SAFETY COUNCIL

1574 W. 1700 S., Ste. 2A  
Salt Lake City, UT 84104  
801-478-7878 or 800-933-5943  
safety@utahsafetycouncil.org  
utahsafetycouncil.org

## UTAH SUPPLIERS DEVELOPMENT COUNCIL (USDC)

The mission of USDC is to increase the purchase of goods and services by large companies and government entities from woman-owned, small-disadvantaged, minority-owned, HubZone, and veteran-owned companies. USDC large company members are purchasing specialists who assist small companies in contacting requesters in their firms. USDC holds monthly meetings where we do networking, training, and conferences. USDC is the only purchasing group in Utah dedicated to increasing the dollars spent by large companies and government agencies with small businesses, especially those owned by women and minority groups. For more information, contact:

## UTAH SUPPLIERS DEVELOPMENT COUNCIL (USDC)

1901 E. S. Campus Dr., #151  
Salt Lake City, UT 84112-9351  
801-581-7450  
www.usdcutah.com

## UTAH TRANSIT AUTHORITY (UTA)

The Disadvantaged Business Enterprise (DBE) program has been the Department of Transportation's most important tool for promoting equal opportunity in federal transportation contracting since it was first signed into law by President Reagan in 1983. If you are a small business that

is owned and controlled by minorities or women, and provides products or services that could be utilized by a Highway, Transit or Airport agency, you should learn more about the DBE program. To become DBE certified, a company must meet the following criteria: (1) be at least 51 percent owned and controlled by minorities, women or other individuals who face economic obstacles in the marketplace; (2) have gross receipts not exceeding \$19.57 million dollars, averaged over a three year period; (3) have owners whose personal net worth does not exceed \$750,000; and (4) must not exceed the size definition of a small business, according to SBA's size standards. Certification as a DBE involves completion of an application with appropriate supporting documentation, and an on-site visit by a Utah Unified Certification Program (UUCP) official. Commonplace business documents including financial statements, tax returns and articles of incorporation are usually required. Additional information about the DBE program can be found at the following websites: (1) Utah Department of Transportation (UDOT) - [www.udot.utah.gov/index.php?m=c&tid=198](http://www.udot.utah.gov/index.php?m=c&tid=198); (2) Utah Transit Authority (UTA) - [www.utabus.com/utainfo/businessopportunities/dbe/default.aspx](http://www.utabus.com/utainfo/businessopportunities/dbe/default.aspx); and (3) Salt Lake City Department of Airports (SLCDA) - [www.slcairport.com/31.asp](http://www.slcairport.com/31.asp).

Raymond Christy  
Disadvantaged Business Enterprise (DBE)  
Liaison Officer  
Utah Transit Authority,  
Civil Rights Office  
P.O. Box 30810  
Salt Lake City, UT 84130-0810  
801-287-3537  
rchristy@rideuta.com

## VARIOUS COUNTY ECONOMIC DEVELOPMENT ORGANIZATIONS

There are associations throughout Utah that are organized to promote and support economic development in counties and other localities. Check with an association near you to see if it has programs or services that can help your small business. Wayne Brown Institute The Wayne Brown Institute offers entrepreneurs educational and training programs that transfer experience, knowledge, contacts and capital from the world's leading business and financial organizations to promising early-stage, technology-based companies.

## WAYNE BROWN INSTITUTE

201 S. Main St. #800  
Salt Lake City, UT 84111  
801-595-1141  
www.venturecapital.org  
info@venturecapital.org

## GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT

The Governor's Office of Economic Development (GOED) was created in July 2005 based on Governor Huntsman's commitment to economic development. GOED is a state agency with two strategic business units: business development and

tourism. The economic development charter for this office is to provide rich business resources for the creation, growth, and recruitment of companies, and to increase tourism in Utah. The agency has programs in the following areas:

- Small Business Development Centers (SBDC)
  - Corporate recruitment
  - Incentive programs
  - Cluster Industries - Targeted high growth markets
  - Procurement Technical Assistance Center- Assistance for businesses who want to sell to governmental and military buyers
  - International Trade and Diplomacy Foreign trade assistance- South America, Asia and Europe
  - Centers of Excellence University Technology Commercialization
  - Tourism Cooperative Marketing Program for small travel business
  - Utah Film Commission Motion Picture Incentive Fund
- For more information and to access resources, contact them at:  
324 South State, Ste. 500  
Salt Lake City, Utah 84111  
801-538-8700 or 877-488-3233 [www.goed.utah.gov](http://www.goed.utah.gov)

## UTAH SCIENCE TECHNOLOGY AND RESEARCH INITIATIVE (USTAR)

Utah Science Technology and Research Initiative (USTAR): Catalyzing technology development through innovative research at state-of-the-art research facilities and world class science, innovation and commercialization teams. Utah has always been at the forefront of scientific discovery and innovation. From Philo T. Farnsworth's invention of the television, to mapping the human genome, Utah's research universities continue to play a pivotal role in technology innovation and commercialization. Building on this heritage of innovation, the Utah State Legislature, with the strong endorsement of Utah's business community, passed an innovative, visionary and far-reaching bill, the Utah Science Technology and Research initiative (USTAR), to bolster Utah's high technology economy. The mission of USTAR is to promote and encourage local commercialization of discoveries and technologies emanating from the state's public research universities to regional applied technology centers, colleges, businesses, and entrepreneurs. This website serves as a resource compilation for growth companies, entrepreneurs, and inventors alike as well as an informational hotspot for breaking news on what's happening throughout Utah in technology development. Please visit our County specific database which contains a statewide listing of all service providers, business and entrepreneurial resources, consulting services and research university contacts by county. You will find an ever-

expanding variety of online tools to support the vast needs of Utah innovators. Contact USTAR:

## USTAR GOVERNING AUTHORITY EXECUTIVE OFFICE

324 S. State St., Ste. 500  
Salt Lake City, UT 84111  
801-587-3836  
[www.innovationutah.com](http://www.innovationutah.com)  
Marketing & Communications  
801-538-8879

## WORLD TRADE CENTER UTAH (WTCU)

The World Trade Center Utah guides Utah companies into profitable international markets. Together with our key international partners, the Governor's Office of Economic Development, and the U.S. Commercial Service, we offer essential services to Utah businesses including: Assessment: an initial analysis of each company's trade capabilities, challenges and opportunities  
Connection: recommendations and referrals to the most relevant support services  
Education: trade related seminars, events and courses to increase company expertise  
WTCU publishes a free weekly email newsletter with articles and links of interest to internationalists and a state-wide international events calendar. To subscribe: [www.wtcut.com/subscribe.html](http://www.wtcut.com/subscribe.html)  
Jump start your company's global success at: [www.wtcut.com](http://www.wtcut.com)

## CHAMBERS OF COMMERCE

Chambers of Commerce located throughout the state provides small businesses with information and assistance.

## AMERICAN FORK

51 E. Main St.  
American Fork, UT 84003  
801-756-5110  
[www.afchamber.org/](http://www.afchamber.org/)

## BEAR LAKE RENDEZVOUS

P.O. Box 55  
Garden City, UT 84028  
800-448-2327  
[www.bearlakechamber.com](http://www.bearlakechamber.com)

## BEAR RIVER VALLEY

150 South Tremont St.  
Tremonton, UT 84337-1636  
435-257-7585  
[www.bearriverchamber.com](http://www.bearriverchamber.com)

## BEAVER VALLEY

P.O. Box 760  
Beaver, UT 84713  
435-438-5081  
[www.beaverutchamber.com](http://www.beaverutchamber.com)

## BRIAN HEAD

56 North Hwy. 143  
P.O. Box 190325  
Brian Head, UT 84719  
435-677-2810  
[www.brianheadchamber.com](http://www.brianheadchamber.com)

# OTHER ASSISTANCE

## BRIGHAM CITY AREA

6 N. Main  
Brigham City, UT 84302  
435-723-3931  
www.bcareaeachamber.com

## CACHE

160 N. Main St.  
Logan, UT 84321  
435-752-2161  
www.cachechamber.com

## CARBON COUNTY

81 North 200 E.  
Price, UT 84501  
435-637-2788 www.carboncountychamber.org

## CEDAR CITY

77 N. Main St.  
Cedar City, UT 84720  
435-586-4484  
www.chambercedarcity.org

## CHAMBER WEST

1241 W. Village Main Dr., Ste. B  
West Valley City, UT 84119  
801-977-8755  
www.chamberwest.com

## DAVIS COUNTY/LAYTON

450 S. Simmons Wy., Ste. 220  
Kaysville, UT 84037  
801-593-2200  
www.davischamberofcommerce.com/

## DELTA AREA

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Contact: Christy Jensen

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Contact: Kevin Hamilton

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435-752-2161 • 435-753-5825 F  
Contact: Sandra Emile

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Contact: Delynn Fielding

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Contact: Brian Raymond

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Contact: Ken Davey

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